



AN OVERVIEW OF CAMBRIDGE ANALYTICA'S POLITICAL DIVISION

www.cambridgeanalytica.org

A large American flag with 50 stars is flying on a tall pole. In the background, the ornate, classical architecture of a building, likely a government or institutional structure, is visible. The sky is overcast.

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CA POLITICAL

Campaigns aren't what they used to be. Data analytics is redefining the political campaign landscape with the ability to break down voting blocks into their constituent parts: individuals.

Voter engagement will never be the same again now that candidates, campaign teams and political organizations have the power to know not only what to say, but to whom, how, when, and the channel through which to say it. The success of both Obama campaigns and the GOP's resounding victory in the 2014 Midterm Elections were made possible through approaches that simultaneously maximized and personalized messaging outreach.

CA Political's solutions help candidates and campaign teams address the challenges and capitalize on the opportunities presented in this new environment. CA Political brings specialist data modeling, 25 years of experience at the forefront of behavioral change and cutting edge technological capabilities together in one innovative team. This array of expertise enables us to offer unparalleled audience targeting capabilities and the means to put them to use.

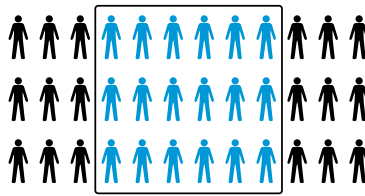
At the heart of CA Political lies Behavioral Microtargeting™, our very own proprietary methodology that has proved critical in helping campaign teams to understand what motivates voters to turn out, and the choices they make on Election Day. CA Political segments target audiences based on psychographic attributes, using advanced scientific research and social analysis methodologies to understand, measure and influence voter behavior.

From data analytics tools to communications support and a groundbreaking audience engagement/campaign management platform, we offer our clients a comprehensive range of products and services.

CA Political would not be the global leader in data-driven political campaign solutions if we did not understand that every candidate, every race, every campaign team is unique. All of our solutions can be tailored to suit client needs and help them boost performance, optimize existing capabilities and reach the desired behavioral change.

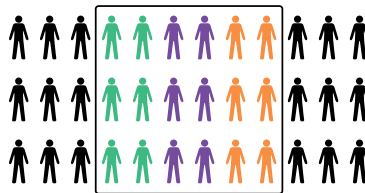
TURN MILLIONS OF DATA POINTS...

Conventional audience targeting campaigns segment voters by geography and use blanket engagement strategies that show single messages and offer identical products and services to every recipient.



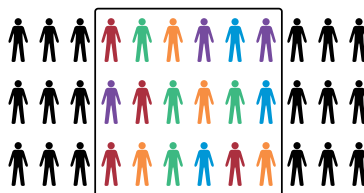
Geographic View

A more sophisticated approach breaks voters down by demographics like age, gender and family status. These broad categories, however, still lump together a wide mix of voting habits and underlying personality traits.



Demographic View

By combining geographic, demographic and psychographic data like personality traits, behavioral triggers and voting intent, Cambridge Analytica can create a granular and highly targetable votergraphic view of current and prospective voters.

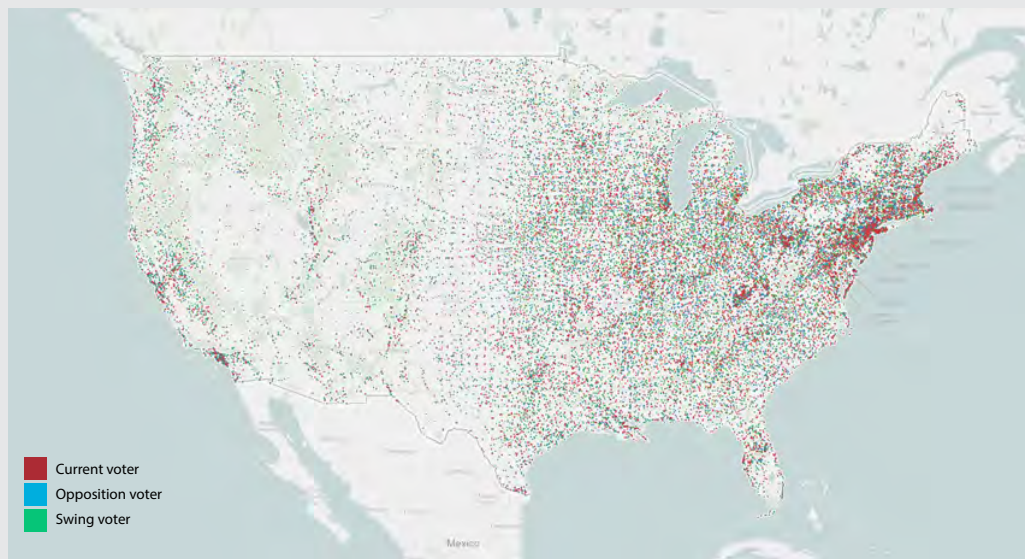


Votergraphic View

...INTO TARGETED VOTER ENGAGEMENT STRATEGIES

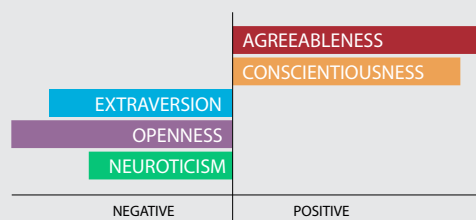
Cambridge Analytica models data from client partners, commercial vendors, social media and direct qualitative/quantitative surveys to reveal hidden voter trends and behavioral triggers.

PINPOINT VOTERS



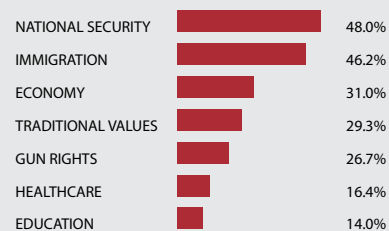
Locate target groups of current and prospective voters.

UNIQUE BEHAVIORAL TRIGGERS



Understand the individual behavioral triggers that will prompt voters to act.

ISSUE-BASED TESTING FOR EVERY VOTER



Identify the primary products each target group cares about.

We segment individuals into clusters, creating rich voter profiles that can be mapped across the electorate. By identifying look-a-like voters, we can effectively target prospective supporters.

WHAT WE DO >



WHAT WE CAN DO FOR YOU

Cambridge Analytica offers a comprehensive, fully customizable range of services to help clients run the most effective and efficient campaigns at local, regional, national and international levels.

DATA ANALYTICS & PSYCHOGRAPHIC FRAMEWORK

Our core offering consists of advanced data analytics and the creation of a psychographic framework to help you gain increased insight and understanding into your target voter groups. **The standard package of services comprises:**

- Briefing packs on predetermined target voter groups
- High level message creation guidance
- Channel advice
- Customized voter groups on request

Our Behavioral Microtargeting™ capability is based on an enriched voter file, developed using a comprehensive range of election, consumer, lifestyle, social media, personality and other datasets. Analysis of target voters can be presented according to demographic and other psychographic voter classifications, broken out into a wide range of data points and grouped by personality traits.

We create advanced models that predict voter behavior in a number of different areas, ranging from likelihood to turn out on Election Day to how they might vote on a specific ballot initiative or their propensity to donate. **This library of detailed information on all voters includes the suite of data models below:**

TURNOUT

Groups based on likelihood to turn out to vote in particular elections

PSYCHOGRAPHIC CLUSTERS

Groups based on voter's personality traits and demographic data

PRIORITY ISSUES

Groups based on voter's priority top-line issues (eg. National Security) and nuanced views (eg. National Security – Defending the border)

PERSUADABILITY

Groups based on voter's propensity to be persuaded based on deep psychographic profiling

PARTISANSHIP

General Voter – groups based on propensity to vote Republican, Democrat or for a third party
Ideological Voter – groups based on ideological groups within a party
Candidate Model – groups based on propensity to support a specific candidate(s)
Primary Voter – Clusters based on ideological groups within a party and / or propensity to support specific candidate(s)

FUNDRAISING

Groups based on potential to donate to different parties, candidates, and causes

CONTACT STRATEGY

Groups based on the most effective channels (email, web advertisements, direct mail etc.) to reach target voters and potential donors

In addition to the core models previously described, CA Political can employ its array of capabilities to enhance every aspect of your campaign through complementary services and products.

RIPON PLATFORM

RIPON is the optimal software platform designed and used by the CA team for voter data analysis and engagement. This cutting edge campaign solution is presented at length in the following section of this document.

CREATIVE SUPPORT

Cambridge Analytica's team of graphic designers, website architects and copywriters can provide your campaign with a full range of communication collateral, from canvassing materials to web ads and direct mail, all designed to appeal to your target groups of voters.

DIGITAL SUPPORT

Cambridge Analytica can provide support for all your campaign's digital needs. Online presence can be developed or enhanced, from website through to social media, with support available for advertising placement, traffic tracking, and direct engagement strategies.

Digital solutions offered by Cambridge Analytica include:

- Web hosting
- Security
- Website design and maintenance
- Load and security testing
- Online donation management
- Social Media management and analysis
- Email management and analysis
- Advertising placement
- Remarketing / retargeting
- Traffic tracking and analysis
- Clone universe creation
- Audience Modeling
- Audience segmentation and contact ladder management

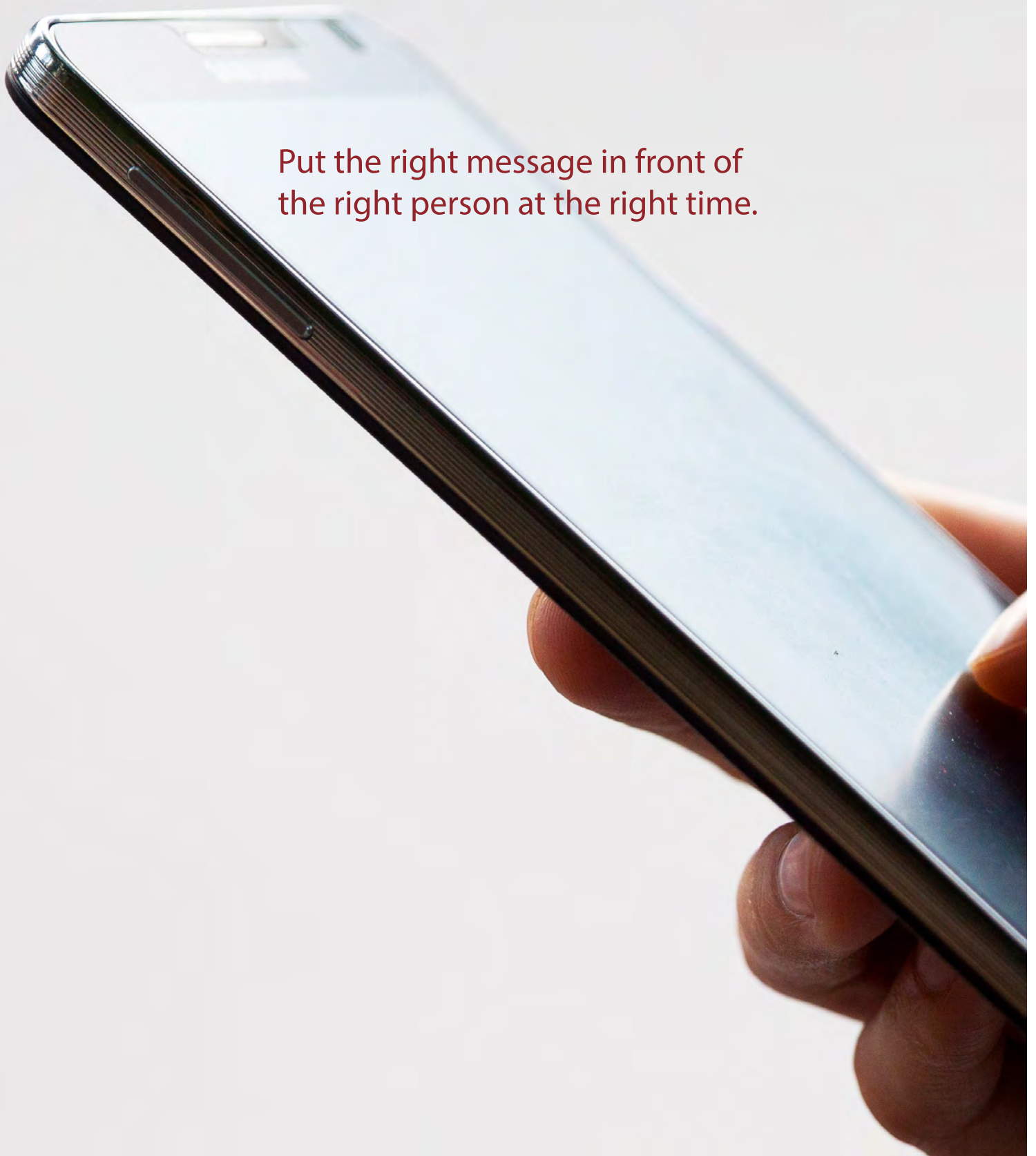
ISSUE RESEARCH AND MESSAGE TESTING

Customized issue and message testing can be used to enhance the data analytics package. New campaign-specific issues and messages can be designed and tested through telephone and/or online surveys. This information can then be integrated into existing models or help form new models, depending on client needs.

Telephone or online surveys can also be used on a ongoing weekly or monthly basis to update existing campaign data. If needed, supersample surveys of over 20,000 respondents can be undertaken to produce new customized models or completely refresh and remodel already purchased issue-specific data analytics.

OWN THE CONVERSATION

Put the right message in front of
the right person at the right time.



CAMPAIGN SUPPORT

The full power of the data and related insights can be employed through ongoing support and guidance delivered in-house or remotely by our team of creative, data and political experts. Cambridge Analytica has extensive experience embedding key personnel into client teams, ensuring that every campaign we provide Behavioral Microtargeting™ data to will be able to use it to maximum effect.

Real-time campaign support services include:

- Analyzing psychological data, message test results, and identifying key target voter groups
- Developing, testing and refining campaign specific messages for the target voter groups
- Assisting deployment of messaging through different media channels to target specific voter groups
- Providing assistance for roll out of Cambridge Analytica products across campaign timelines and locations
- Developing campaign-specific training materials

We work with each campaign to understand the existing skills and make recommendations on which Cambridge Analytica staff would be best to embed within the campaign, and for what period of time. Our teams typically comprise approximately three personnel.

DONOR IDENTIFICATION & FUNDRAISING

Cambridge Analytica offers two donor identification and fundraising services, designed to upsell existing donors and locate prospective future donors. They can be used to augment your data analytics package or as a stand alone service.

Data modeling is used to create audience groups which can be ranked in order of potential return on investment. These groups can then be microtargeted using multi-touch engagement campaigns.

Upselling Existing Donors:

We can add value to fundraising campaigns by increasing the amount given by donors.

To do this we match the client donor list to our database and use data modeling to create political, issue, and personality scores for each donor.

Optimal donors can then be microtargeted with tailored messages via the most appropriate media channel.

Identifying New Donors:

We can increase the impact of fundraising campaigns by finding new donors.

We use existing client donor data to create a look-a-like model which finds people whose key characteristics are similar to known donors.

They are then sent microtargeted messages according to their political, issue, and personality scores via preferred media channels.

Campaign Requirements:

To ensure fundraising campaigns are in line with and maximizing the direction and branding of the larger campaign, clients are requested to share branding guidelines, strategic goals, and secure and confidential access to house membership and donor files.

WHAT MAKES CA POLITICAL DIFFERENT?

DATA

	Other Data/CRM Providers	CAMBRIDGE ANALYTICA
Most recent voter files for each state, county, or other voting district supplied by official electoral bodies utilized as the foundation of individual voter records.	✓	✓
Datasets with individual voting history, exit polls, and other commercial information collated and consolidated.	✓	✓
Demographic, consumer and lifestyle data of your target groups collated and consolidated.	✓	✓
Behavioral data of your target groups collated and consolidated.	✗	✓
In-house processing of data to universal standards for easy use, record matching and application.	✓	✓
Accuracy of basic voter record ensured by cross-referencing against multiple data sources.	✗	✓
Accuracy of more complex and nuanced voter profiles and individual information ensured by cross-referencing against multiple data sources.	✗	✓

TECHNOLOGY

Database referenced against voter files to create a simplified view of all data.	✓	✓
Custom technology for data storage and modeling for analysis of target populations.	✗	✓
Datasets stored on encrypted servers in a physically secure environment.	✓	✓
Infrastructure tested to guarantee capacity to meet high usage peaks leading up to Election Day in all target states.	✗	✓
Work alongside campaign managers for effective use of messaging and analysis.	✗	✓

PLATFORM

Get voter data from any location.	✓	✓
See visual representations of predicted voter behavior.	✓	✓
Generate target voter lists based on partisanship, likelihood of voting, political issues and demographics.	✓	✓
Generate target voter lists based on unique psychographic profiles.	✗	✓
Use targeting to optimize direct voter contact through door canvassing, phone canvassing, direct and email.	✗	✓
Give campaign tasks to candidates, staff and volunteers.	✗	✓
Track progress against campaign benchmarks and KPIs.	✗	✓
Use simple data entry tools for any paper-based canvass sheets.	✓	✓
Upload legacy data or new canvass data into the platform.	✓	✓
Utilize vast amounts of social media data and overlay with voting records to enrich individual voter files.	✗	✓
Use online user data to optimize online advertising, PPC, and SEO and improve voter targeting.	✗	✓

ANALYTICS

	Other Data/CRM Providers	CAMBRIDGE ANALYTICA
Planning, design and execution of a multi-channel super sample within each target state.	✗	✓
Customized CA proprietary algorithms to model behavioral constructs within target populations.	✗	✓
Comprehensive quality assurance controls to verify sampling, data, and models.	✗	✓
Rigorous message testing within target audiences.	✗	✓
Scores on voter persuasion and GOTV on specific voter records for optimal campaign efficiency and voter targeting.	✗	✓

QUALITATIVE FIELD RESEARCH

Capture a wide array of voter narratives, experiences and attitudes.	✗	✓
Extract insight into local political nuances not otherwise discoverable by commercial data sets.	✗	✓
Explore the effect of group dynamics on responses to political stimuli.	✗	✓
Develop a list of possible key political issues to test for quantitative modeling.	✗	✓
Apply robust questioning to identify possible explanations of statistical trends.	✗	✓
Generate nuanced and locally relevant messaging concepts for large-scale quantitative testing.	✗	✓
Application of observational, sociographic, and ethnographic research techniques to log and better understand the daily lives, habits, environments, and customs of target voter groups.	✗	✓
Conduct interviews with subject matter experts and local stakeholders to better understand local politics.	✗	✓

BEHAVIORAL & PSYCHOLOGICAL DESIGN

Peer-reviewed literature in social psychology, political science and data science used to shape cutting edge thinking and development of psychometric profiling of target voters.	✗	✓
Custom psychometric inventories developed to identify key behavioral drivers in target populations.	✗	✓
Targeted behavioral outcomes tested rigorously to ensure accuracy of profiling.	✗	✓
Application of psychographic profiles developed from data analysis to target groups of voters.	✗	✓

MESSAGING & CREATIVE

Message concepts for target audiences developed and shaped by data analysis and psychographic profiles.	✗	✓
Creative concepts for various media outlets developed and shaped by data analysis and psychographic profiles.	✗	✓
Scripting for direct voter contact programs developed and shaped by data analysis and psychographic profiles.	✗	✓
Direct-to-voter messaging prepared using unique codes for each psychographic group.	✗	✓

CAMPAIGN ADOPTION, TRAINING & ONBOARDING

Messaging, creative concepts, and scripts field tested rigorously to demonstrate its effectiveness.	✗	✓
Pool of dedicated behavioral, messaging, and political strategy specialists available to campaigns, providing direct support on CA products and services.	✗	✓
Work closely with the existing campaign to identify support needs.	✗	✓
Simple design in all products for ease-of-use including: data visualizations, mobile applications and targeting platforms.	✓	✓
Provision of training on CA products and services, including training on voter file administration, targeting strategy, psychographics, and research-supported political tactics.	✗	✓
Integration into the platform of field test results and canvassing feedback to ensure greater efficiency and accuracy in the communication of key messages.	✗	✓

CUTTING EDGE SOLUTIONS >



BEHAVIORAL MICROTARGETING™

The more you know about someone, the more you can understand the best way to engage with them. Increasingly, voters don't easily fit into the traditional images of Republican, Democrat or third party supporters.

Cambridge Analytica's behavioral microtargeting™ goes beyond demographics, enabling your campaign to identify potential supporters irrespective of where they live or any demographic traits that may have led political parties to overlook them in the past.

We use vast amounts of data, including consumer, lifestyle, census, and voting history, in order to construct advanced profiles of individual voters. State of the art theoretical psychology is also used to quantify voter personality and behavior, creating full psychographic profiles for every registered voter in the United States.

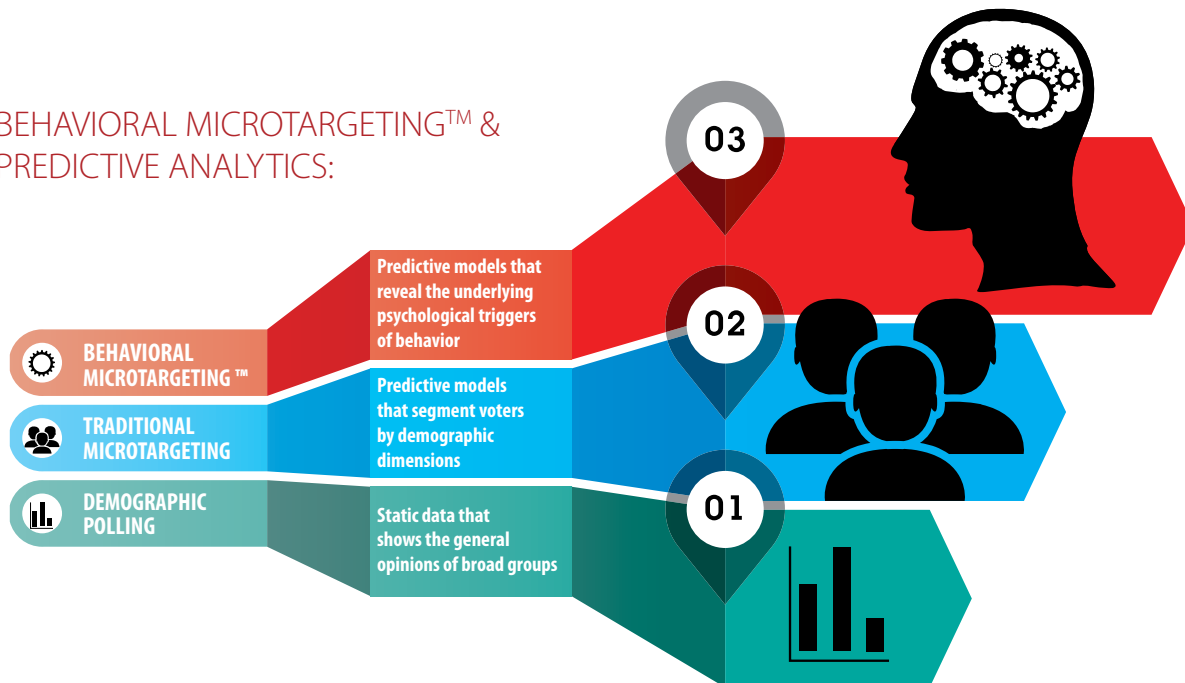
Our voter profiles also include detailed insight into a target audience's likelihood to turnout to vote, how persuadable they are, and the issues that are most important to them.

These profiles provide campaigns with a complete portrait of target groups, allowing you to better understand your traditional supporters and also identify and connect with new ones.

Our political messaging specialists help your campaign craft messages that speak directly to your target voters' unique personalities, helping you to forge a connection with supporters that will produce real electoral results.

Behavioral microtargeting™ represents the next generation of voter messaging and mobilization.

BEHAVIORAL MICROTARGETING™ & PREDICTIVE ANALYTICS:





ONE INTEGRATED CAMPAIGN TOOL



RIPON: THE FUTURE OF CAMPAIGNING

CA Political is introducing an innovative voter engagement and campaign management tool that lets your team control all aspects of the modern campaign space.

As an integral part of our full-service package, RIPON provides a unique solution for positioning candidates and campaigns more effectively and efficiently.

RIPON powers targeted supporter mobilization combined with real-time oversight from Campaign HQ. With in-depth voter data and psychographic profiles available at the touch of a screen, powerful engagement and fundraising strategies can be executed simultaneously.

RIPON's multi-platform connectivity ensures that managers always have access to core system features such as GOTV, behavioral microtargeting, bulk SMS and canvassing. RIPON's suite of features also lets you control campaign activities such as artwork, query building and scheduling, so every aspect of the campaign can be optimized and perfected from one platform.

STRATEGY FEATURES



ENHANCED VOTERFILE: Electoral Roll for your region that has been rigorously cleaned, updated, and enhanced with additional contact and political data.



PSYCHOGRAPHIC PROFILING AND DIAGNOSTICS: Delve well beyond standard political messaging to understand the underlying psychological motivators of voting for each target segment.



BEHAVIORAL MICROTARGETING™ | VOTERFILE SCORES: Accurate behavioral and political scores for every single voter based on advanced statistical modeling techniques.



PRETESTED MESSAGING: Preloaded arsenal of highly refined and scientifically tested messaging content optimized for each target voter category.



APPLIED INTERVENTION STRATEGIES: Easy to understand documentation on voter behavior research with clear and actionable recommendations on how best to engage with different types of voters.



CAMPAIGN ARTWORK: Use pretested artwork designed for each voter segment so that every campaign communication uses high-impact visuals with ad agency quality.



ONBOARDING NEW CAMPAIGNS: Help campaigns embed the engagement tool into their campaign and help complete data mapping for their tags and groups to meet individual campaign needs.



CAMPAIGN DATA IMPORT: Work with campaigns to help gather existing data, normalize it, and import it into their new system.



GAMIFICATION: Built in reward structures designed to create a meritocratic campaign and encourage volunteers to go the extra mile.



QUERY BUILDER: Build and run custom queries and searches. Save them for later or share with others.



GROUPS AND TAGS: Build static and dynamic lists to assign or tag electors; or for use in canvassing, emailing and phone banking.

ENGAGEMENT FEATURES

Features require additional tailoring to fit individual campaigns



PHONE BANKING: Create and schedule volunteer phone banks, choose phone bank volunteers, and assign target groups/locations.



AUTOMATED CALLING: Create automated phone calls with interactive voice response technology to allow for mass telephone messaging and surveys.



DIRECT MAIL: Create bulk mailings and prepare them for printing locally in office, through a local provider or through a trusted national bulk mail partner.



BULK EMAIL: Create individual or bulk email based on targeted groups. Send email through trusted national partners for optimal penetration and worry-free sending.



BULK SMS: Send single or mass SMS messages to target individual voters or groups of voters.



GET OUT THE VOTE: GOTV live performance metrics, real-time analytics, and visualization. Create campaign bus pickup lists, schedule reminder phone calls, mark off voters that have voted, and message through email, SMS, and social media.



SOCIAL BLASTS: Connect to Facebook, Twitter, and LinkedIn to post campaign messages through supporters and volunteers.

MANAGEMENT FEATURES



TURF CUTTING / CANVASSING: Narrow down your targeted lists to specific neighborhoods, walk routes, and streets for optimal canvassing. Add instructions for canvassers and print paper walk routes and lists.



ONLINE MARKETING / ADS: Create and optimize online advertising through banners, Google, Facebook, apps, and other websites.



MESSAGE MANAGEMENT AND WORK FLOW: Have suggested messages arrive at the campaign office for approval and sending after a central campaign review process.

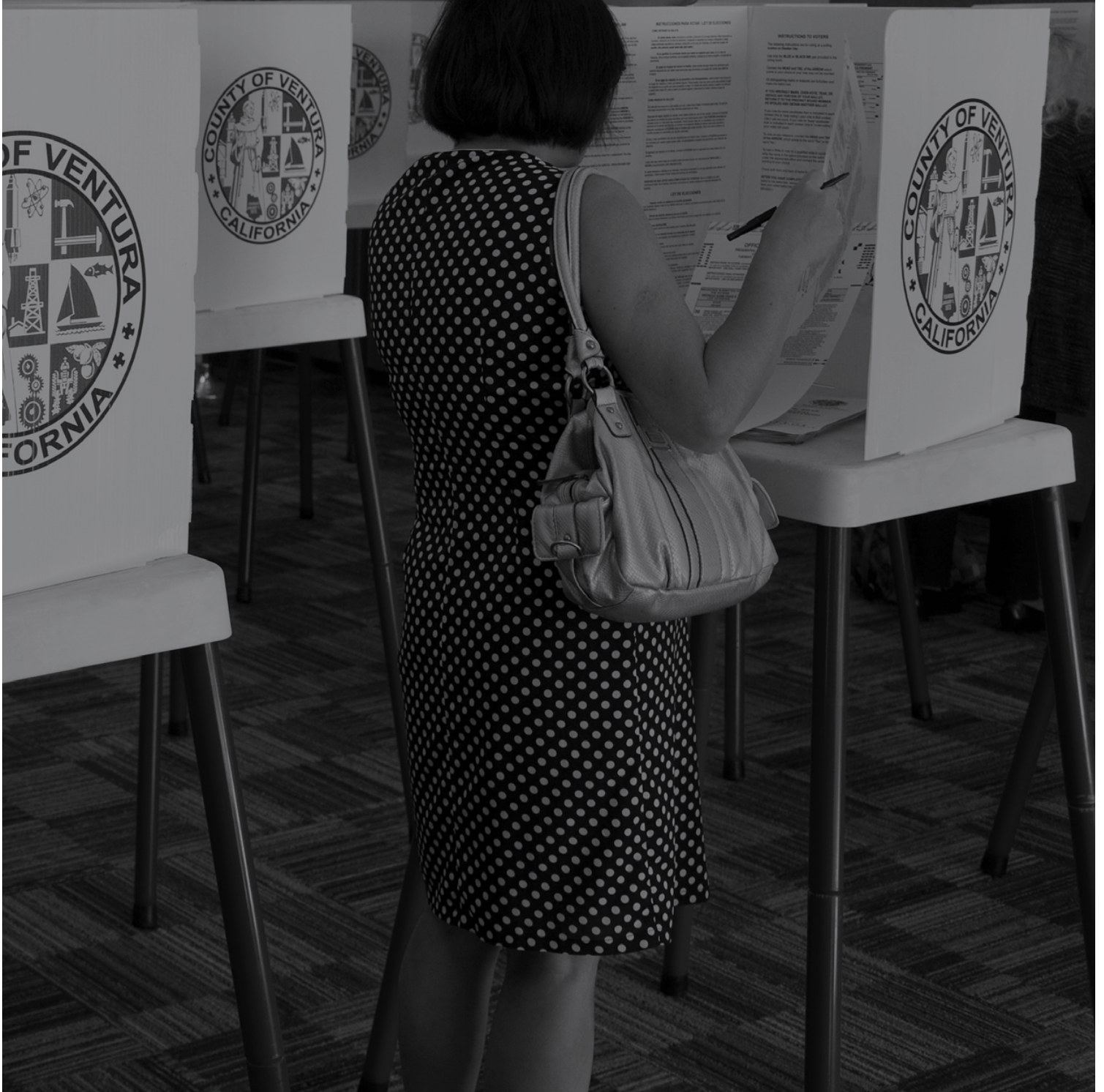


SCHEDULING: Campaign scheduling tool with shared calendar and calendar/email integrations with formatted messages.



MANAGE MY TEAM: View your campaign team with a full hierarchy. See team and individual performance, adjust volunteer and user permissions, send e-mails and SMS (text) messages to volunteers, and see full metrics on their performance.

OUR EXPERIENCE >



US CASE STUDIES

Cambridge Analytica has managed several political research and communications projects in the United States, both at national and state level. The following section will lead you through four case studies. Each one outlines the data modeling and analytics services provided, as well as examples of the related creative materials.

NORTH CAROLINA GOP

CA Political provided modeled data and insights on partisanship, turnout, issue importance and personality profiles for Thom Tillis in his race against Democrat Kay Hagan.

FOR AMERICA

CA Political worked with this major advocacy group to increase turnout among Republican voters in Nebraska, West Virginia, Minnesota, Washington, Oregon, Colorado, Arkansas and Iowa.

COLORADO

CA Political was contracted by Colorado State Senator William Cadman and the Senate Majority Fund to support the campaigns of Republican State Senate candidates in Colorado.

BOLTON SUPER PAC

For the 2014 Mid Term Elections, CA Political was contracted by Bolton Super PAC to undertake a multi-state targeted digital advertising campaign segmented by personality traits across Arkansas, North Carolina and New Hampshire.

CASE STUDY: NORTH CAROLINA GOP

THE BRIEF

CA Political was contracted to provide modeled data and data analysis on partisanship, turnout, issue importance and personality profile for North Carolina GOP in the race between Republican Thom Tillis and Democrat Kay Hagan.

TIMESCALE

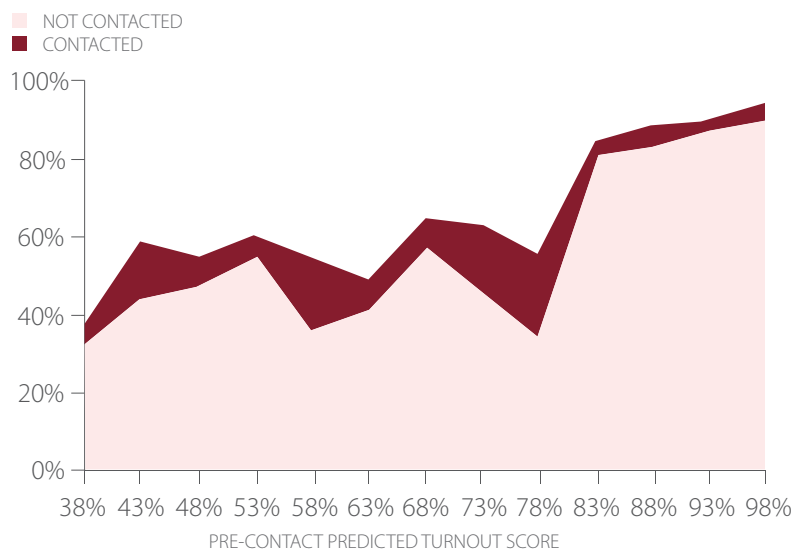
The 2014 mid-term elections.

OUR WORK

Harnessing our unique data-rich voter file, we were able to accurately predict partisanship, turnout, issue importance and build psychographic profiles for all voters in North Carolina. We produced clusters of voters based on the modeled data to maximize campaign impact, which enabled the creation of tailored messages directed at those audiences.

Following extensive analysis of registered voters early in the race, we identified national security as the top issue among the majority of target voters in North Carolina. Targeting these groups, and capitalizing on Kay Hagan's poor attendance at Armed Services Committee hearings, we were able to design and deploy messages tailored to these audiences according to their particular psychographic profiles. This was done through a telecanvassing program and a large scale direct mail campaign that demonstrably increased their likelihood of voting, and voting Republican.

TURNOUT UPLIFT NC CALL PROGRAM



Our telecanvassing program contacted 123,138 individuals, resulting in an increase in turnout of 12.57% among those called, which is equivalent to over 15,478 voters.

RESULT

CA Political worked successfully with various organizations key to the success of Thom Tillis' campaign. Thom Tillis won against Kay Hagan by two points, despite Nate Silver and the Washington Post predicting otherwise.

CASE STUDY: FOR AMERICA

THE BRIEF

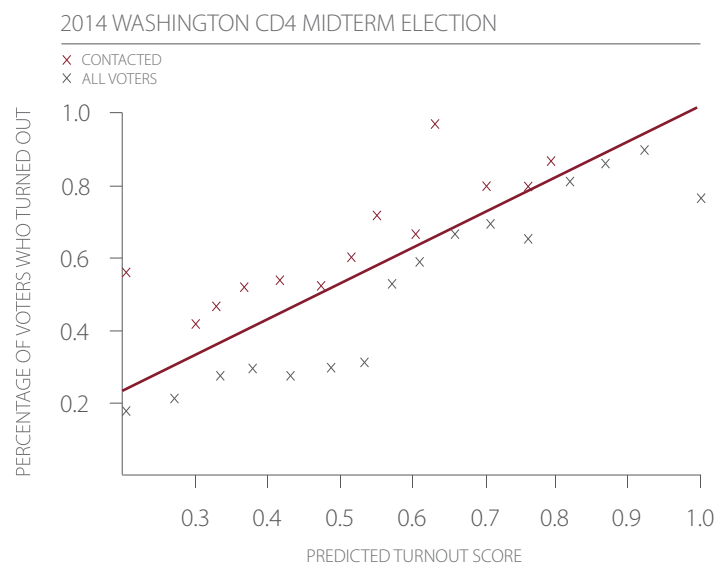
For America, a major US advocacy group, sought CA Political assistance to mobilize voters identified as less likely to vote in Nebraska, West Virginia, Minnesota, Washington, Oregon, Colorado, Arkansas and Iowa, where they wished to support conservative candidates. The client wanted to target Republican voters who had voted in either the 2010 or 2012 elections, but not both.

TIMESCALE

The 2014 mid-term elections.

OUR WORK

The creative advertisement units were tailored to CA Political's behavioral models, were primarily issue-driven and had strong calls to action reminding target audience members to vote. Using detailed audience modeling techniques, CA Political created Internet banner advertisements based on the modeled salience of issues amongst target groups. Some were issues of broad national significance, while others spoke to candidates' key issues in their respective campaigns.



The red line represents a perfect model, where actual and predicted scores for each individual are equal. Grey points represent groupings of individuals with similar predicted scores. Red points represent individuals with similar predicted scores across the entire state or district who were contacted during this outreach campaign.

In practical terms, this means that if a red point lies higher on the chart than a black point, the individuals contacted during this campaign demonstrated higher turnout scores than their counterparts that were not exposed to targeted advertising.

In Washington, the difference between the messaged and non-messaged groups was up to 23%, equivalent to 4,941 votes.

RESULT

The online advertisements produced for our client performed extremely well. Average click-through rates (CTRs) in North America are generally between .08% and .1%, and CA Political's most successful banner advertisements for For America averaged .33% across all eight states. This is especially impressive when one considers that this was achieved at a time of heavy online political advertising. Overall, CA Political was successful in increasing turnout amongst previously low-turnout voter audiences: post-election analysis of voter turnout revealed an average increase of 8%.

CASE STUDY: FOR AMERICA

WEB BANNERS & ANIMATED GIFS



CA Political's social media advertisement campaign for For America adopted issue-driven messages to engage target groups identified within our behavioral models. Strong calls to action reminded individuals amongst previously low-turnout voter audiences to vote.



Sample selection of more than 2,000 animated GIFs created by CA Political over the course of the campaign.

CASE STUDY: SENATE MAJORITY FUND

THE BRIEF

CA Political worked with Colorado State Senator William Cadman and the Senate Majority Fund to support the campaigns of Republican State Senate candidates in Colorado.

TIMESCALE

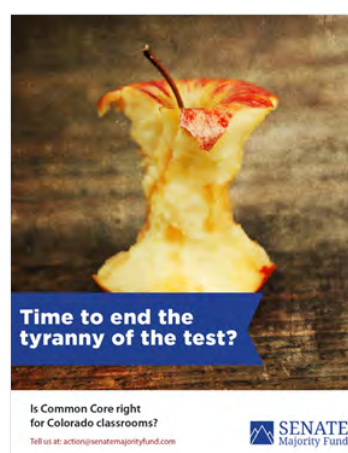
The 2014 mid-term elections.

OUR WORK

The CA Political team designed and wrote copy for issue-specific mailers to be disseminated to target populations according to modeled issue salience and psychographic profiles. For the first six weeks following deployment, voters would receive one issue-specific direct mail product per week, with the focus shifting towards the promotion of specific candidates and their individual selling points in the later stages of the campaign.

After several state Senate candidates were attacked in opposition communications, CA Political designed a data-led targeted communications plan that deflected criticism of local conservatives, and allowed candidates to push back and reinforce their localist credentials.

In the final two weeks of the campaign, the CA Political team prepared GOTV mail pieces and lists of voters identified as likely Republicans with moderate propensity to vote. The messaging on these GOTV mail products was also formulated for specific psychographic profiles identified amongst the target population, and emphasized the social importance of voting as well as issue-specific messages likely to influence voting behavior amongst turnout targets.



These pieces are a small sample of the issue-specific direct mail pieces that were disseminated to target audiences according to our modeled issue salience and psychographic profiles. Further examples overleaf.

RESULT

The campaigns were victorious in three of five districts where CA Political worked, and the other two candidates performed above the expectations set by local staff and CA Political's modeled data. These victories ultimately gave the GOP control over the Colorado State Senate.

CASE STUDY: SENATE MAJORITY FUND

DIRECT MAIL PIECES



Senate Majority Fund
PO Box 181771
Denver, CO 80218

PRSRT STD
US POSTAGE
PAID
WBS

"It's time to revitalize Colorado by restoring opportunity for those who seek it."

BETH MARTINEZ HUMENIK IS RUNNING FOR STATE SENATE

Beth Martinez Humenik's great grandparents escaped war and gave up everything they had to begin a better life in Colorado. Through hard work and dedication, they became American citizens and four generations later, her family still resides in the state. Beth knows the opportunities this state offers and will work to secure them for future generations.

DREAM AGAIN

Beth Martinez Humenik believes that hard work is the key to success, but she also knows that for many, the struggle to meet basic needs means the American dream is fading. Beth Martinez Humenik is determined to keep the dream alive by restoring the foundations of a stable economy, better educational opportunities for our kids, business growth and job creation.

LEGACY OF LEADERSHIP

Beth knows about effective leadership. Serving as an elected council member in Thornton, Beth listened to residents and fought for transparency, accountability and resident involvement in local projects. In the State Senate she will bring this experience and continue to be a strong advocate, as YOUR public servant.

BETH WILL:

- Work with stakeholders to improve our schools
- Stand for liberty and common sense
- Advocate for small businesses and good paying jobs
- Drive economic development in our State

COMMITTED TO COLORADO

SENATE Majority Fund



Senate Majority Fund
PO Box 181771
Denver CO 80218

PRSRT STD
US POSTAGE
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SENATE Majority Fund

Big game hunting is big business for our state.

Colorado's hunting industry is worth close to a billion dollars a year and we have the largest population of elk in the world.

Hunters from in and out-of-state pay for the majority of wildlife maintenance and thousands of businesses are dependent on them for their livelihoods.

Hunting is part of our way of life and it maintains the lives of many Coloradans. Laws to restrict gun rights have hurt business owners and an industry we depend on for prosperity.

(DEMOCRAT) has done all of they can to curb your Second Amendment rights and a crucial economic lifeline for our state.

(REPUBLICAN) will always support the use of guns by the law-abiding for hunting and self protection.

COMMITTED TO COLORADO

senatemajorityfund.com

CASE STUDY: BOLTON SUPER PAC

THE BRIEF

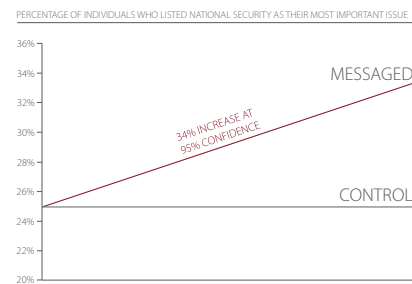
CA Political was contracted to carry out a personality-based digital advertising campaign with three interlocking goals: to persuade voters to elect Republican Senate candidates in Arkansas, North Carolina and New Hampshire; to elevate voter perceptions of national security as an issue of importance; and to increase public awareness of the goals of the Bolton Super PAC.

TIMESCALE

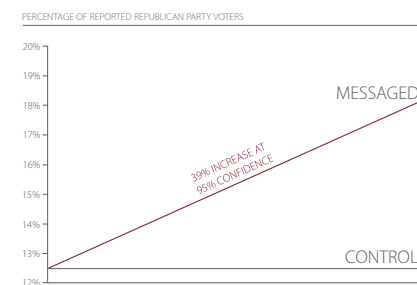
The 2014 mid-term elections.

OUR WORK

By way of example, in North Carolina, one of the most strongly contested swing states in the election, CA Political segmented persuadable and low-turnout voter populations to identify several key groups that could be influenced by Bolton Super PAC messaging. Online and Direct TV ads were designed to appeal directly to specific groups' personality traits, priority issues and demographics.



North Carolina Group 3: Psychographic profiling findings showed that this mostly female, younger group were highly neurotic and most concerned with the economy, national security and immigration. Advertising for Group 3 placed emphasis on the failures of the current administration's national security policy. Post-election surveys revealed a statistically significant increase in the number of people who identified 'National Security' as their most important issue, a 34% increase versus the control group.



North Carolina Group 4: Psychographic profiling results indicated that this group was highly agreeable and conscientious, fairly evenly split in gender. Top concerns were the economy and education. Advertising for Group 4 downplayed political conflict with the message that "national security is something that should cut across political lines". The campaign also featured young children to position the issue of national security as being for the good of family and society.

RESULT

GOP candidates were victorious in Arkansas and North Carolina and the Republican candidate did better than expected in New Hampshire. The strongest results came out of North Carolina, which was arguably the most competitive race of the mid-term elections. By adopting an entirely different approach from other campaign groups, the Bolton Super PAC campaign was able to cut through the noise and deliver messages that had a real impact in sending Thom Tillis to the United States Senate.

OUR HISTORY

Cambridge Analytica has been working at the forefront of behavioral change communications for over 25 years. Developed in conjunction with the Behavioral Dynamics Institute, our pioneering research and communications techniques have been approved by the UK Ministry of Defence and the US State Department.



GET IN TOUCH

Find out more about how we can help you.

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NORTH CAROLINA

Briefing Pack

September 2014

THIS DOCUMENT

This briefing pack presents an overview of the target voter groups identified by SCL Elections, their issue and personality profiles, and sample messaging designed to resonate particularly with the Priority Persuasion and Wildcards groups.

Section 1: Identification and Methodology

Section 2: Personality and Issues

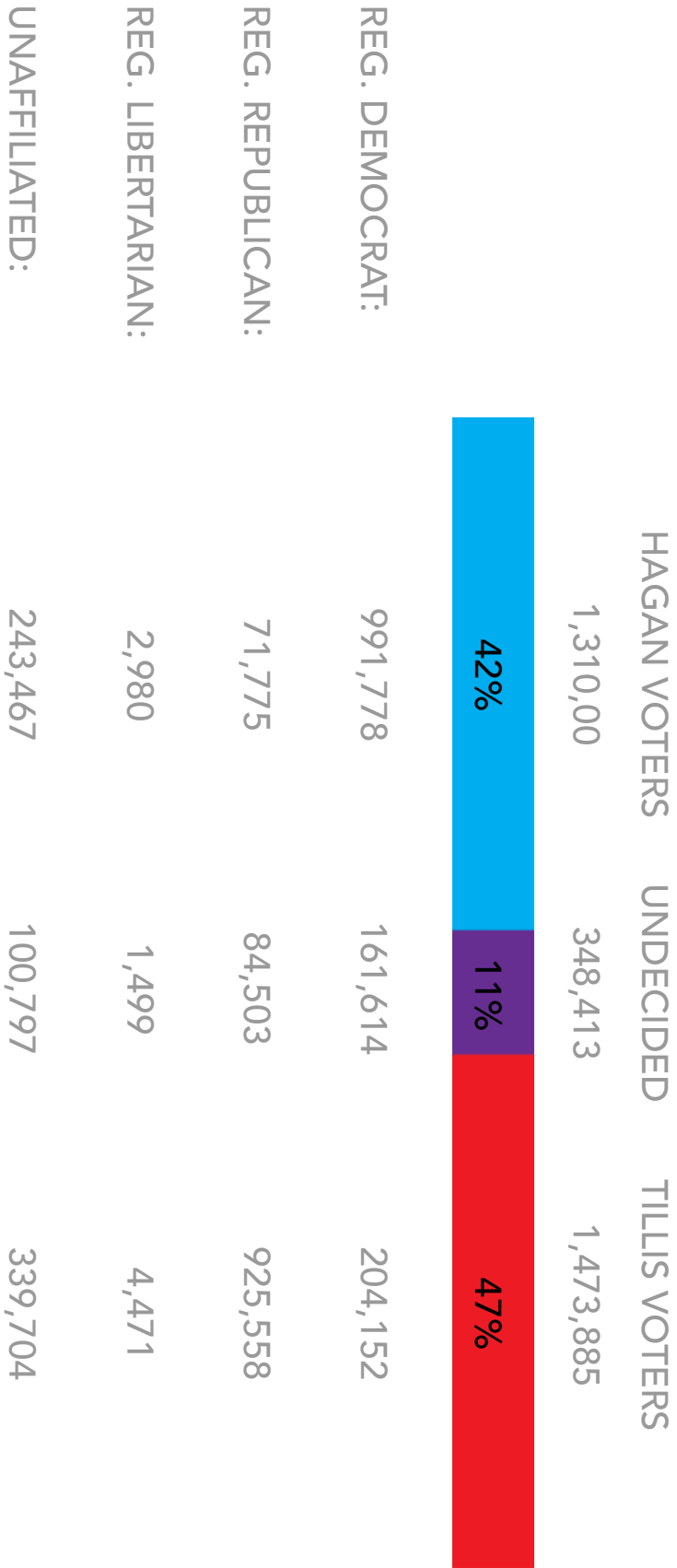
Section 3: Sample Messaging

SECTION 1:

IDENTIFICATION & METHODOLOGY

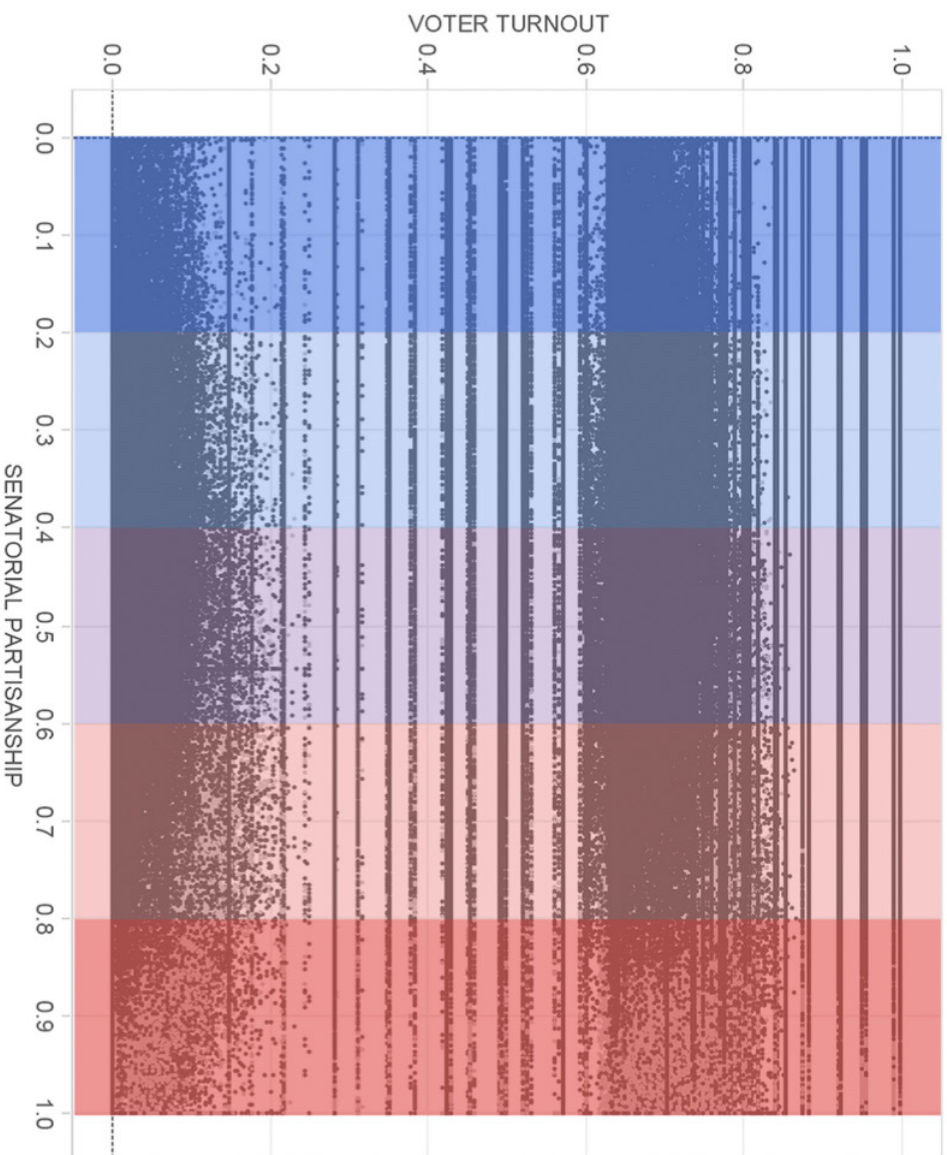
TRADITIONAL VOTER SPECTRUM

The traditional voter spectrum groups people as either Republican, Democrat or Undecided, and relies heavily on party registration data.



*Initial figures

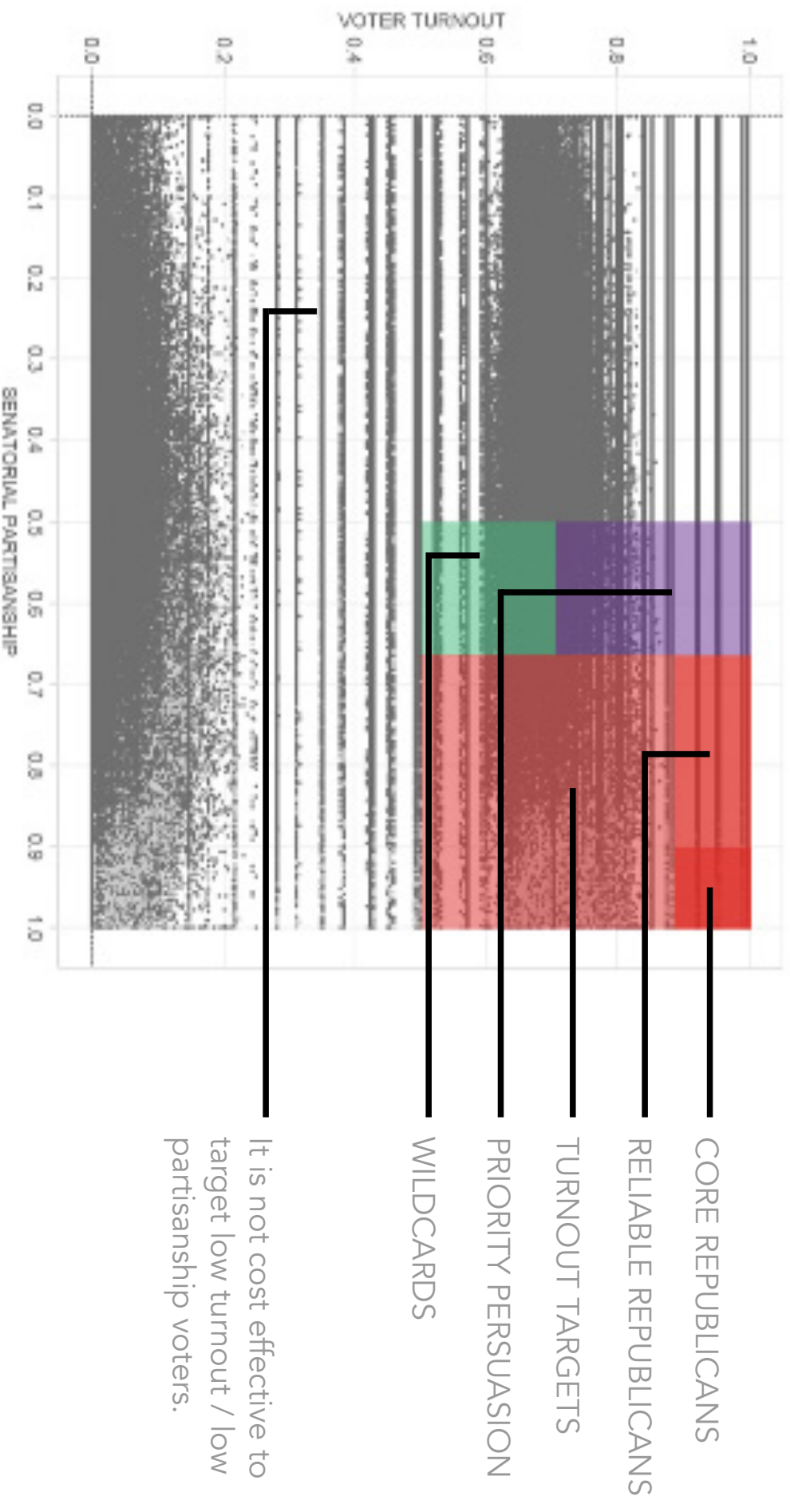
PARTISANSHIP / TURNOUT



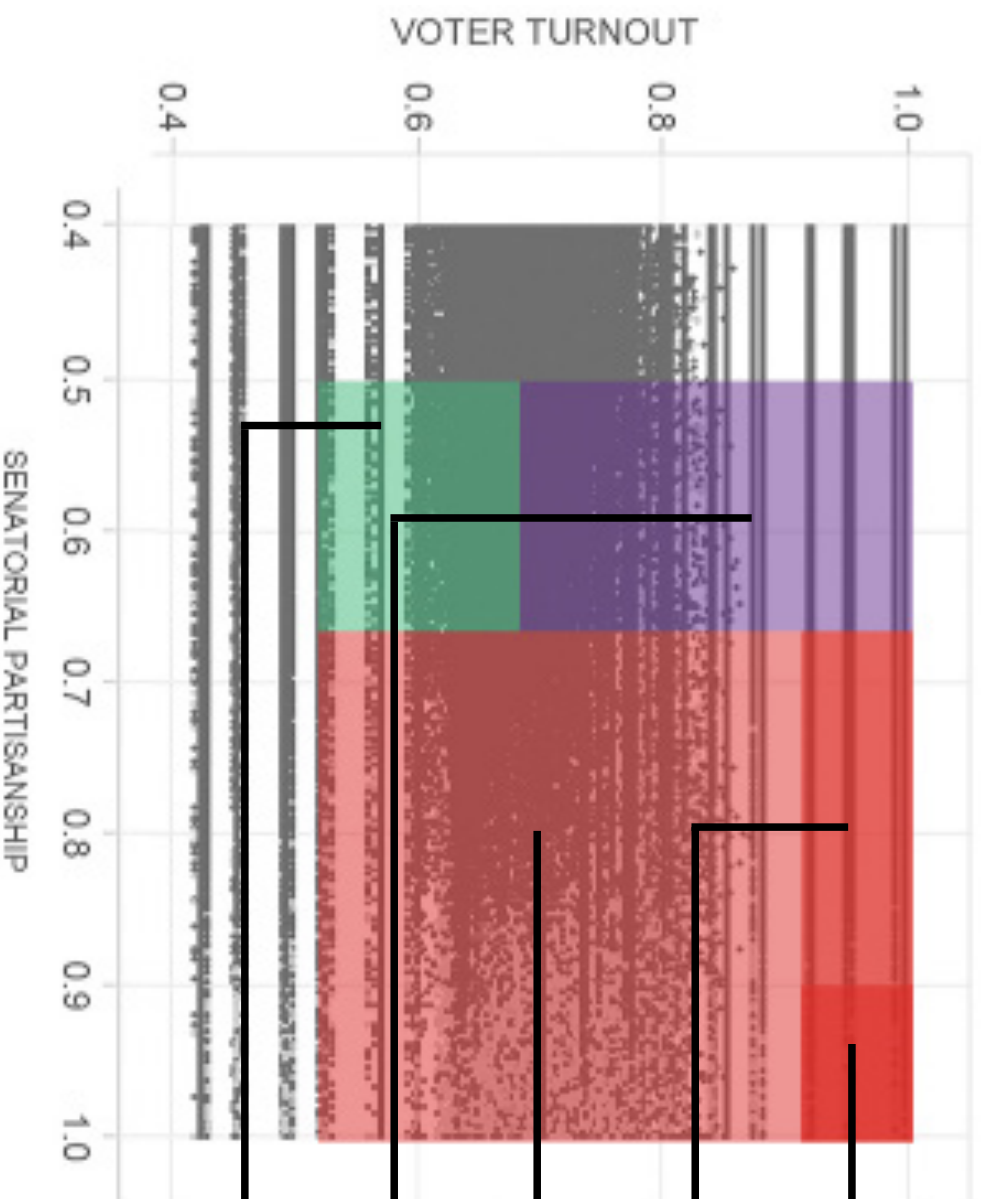
Voters naturally cluster across the voting spectrum by partisanship and turnout.

Particular groups can be identified and targeted for messaging and engagement.

TARGET VOTER GROUPS



TARGET VOTER GROUPS



CORE REPUBLICANS

108,524

RELIABLE REPUBLICANS

237,682

TURNOUT TARGETS

837,764

PRIORITY PERSUASION

597,514

WILDCARDS

101,117

PRIORITY PERSUASION
+ WILDCARDS:

698,631

SECTION 2:

PERSONALITY & ISSUES

OCEAN PERSONALITY TYPES

Each voter group displays a unique combination of personality traits.

This informs how messages are presented in order to achieve maximum resonance.

AGREEABLENESS

Indicates the extent to which we value getting along with other people. Agreeable people are considerate and generous. Disagreeable people are less likely to put the needs of others ahead of their own.

CONSCIENTIOUSNESS

Deals with organizational skills and self discipline. Conscientious people are methodical and composed. People with low conscientiousness are more likely to act on impulse.

EXTRAVERSION

Reflects how energetically we engage with the outside world. Extraverted people are energized by time spent with large groups. Introverted people prefer the company of a few close friends or themselves.

OPENNESS

Indicates our willingness to embrace new and unusual things. Open people are interested in creative possibilities. People with low openness prefer tradition, order and solid social structures.

NEUROTICISM

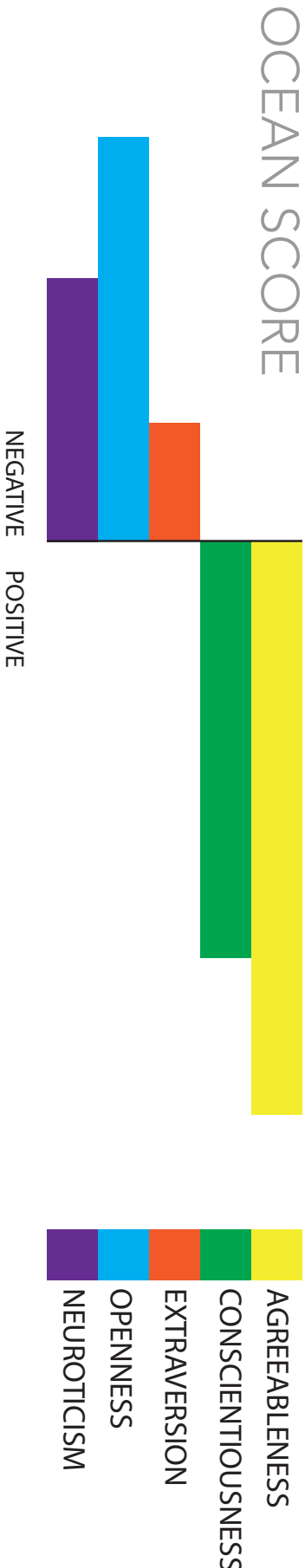
Reflects how we respond to events. People with high neuroticism have long, intense reactions to stimuli. People with low neuroticism will often appear less self-conscious or worrisome.

CORE REPUBLICANS



Jack

Jack is pretty laid back, but he's also a stickler for rules. He believes society should be run a certain way, and that everyone should play their part. He feels a strong sense of camaraderie with his close friends.

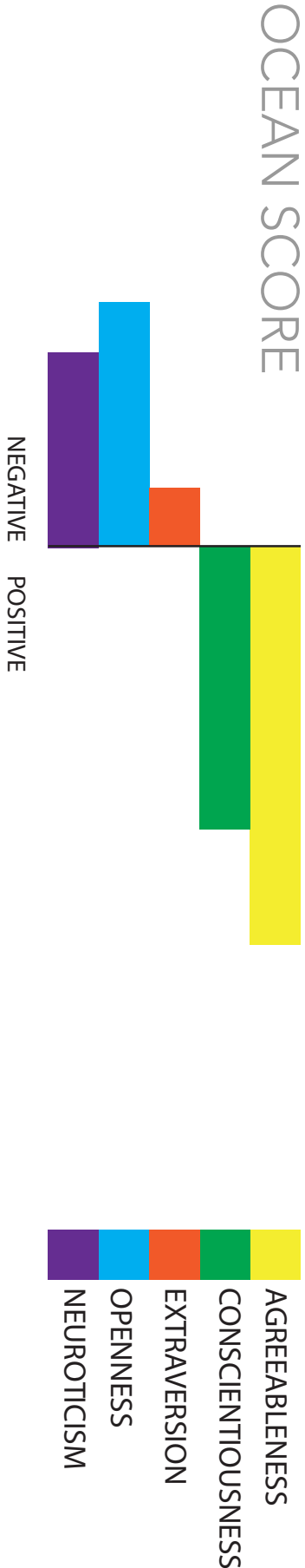


RELIABLE REPUBLICANS



Sarah

Sarah cares deeply for her nearest and dearest. She's an active member of her church or local charity group, and probably her children's PTA too. She likes what works for her, and is pretty sure everyone else would like it too.

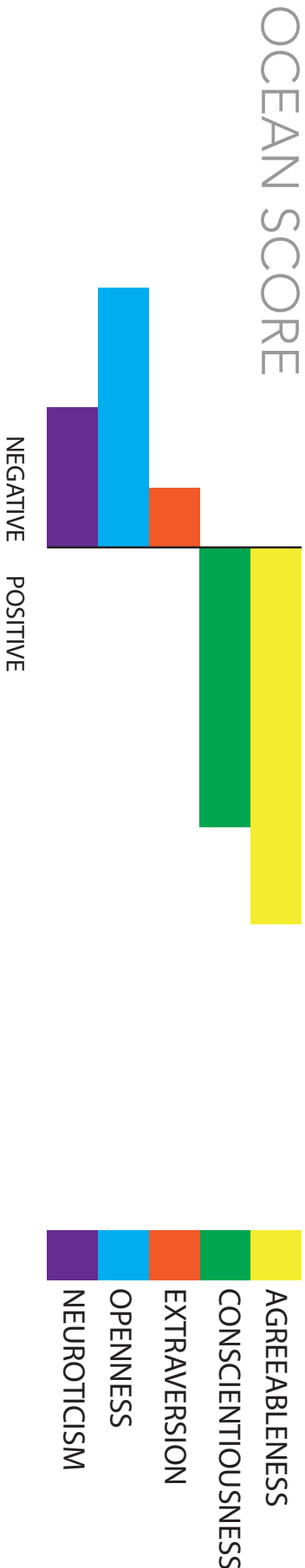


TURNOUT TARGETS



John

John has his life laid out how he likes it. He's happy in his own world, but he also wants the best for everyone else too - he just doesn't realize how important his role can be in helping keep the wider world on the right track.



PRIORITY PERSUASION



Linda

Linda can seem a bit self-centered - as long as she's ok, everything's ok. But deep down she wants the best for everyone. She's quite relaxed, but also pretty traditional. She likes structure, and knowing there's a plan in place.



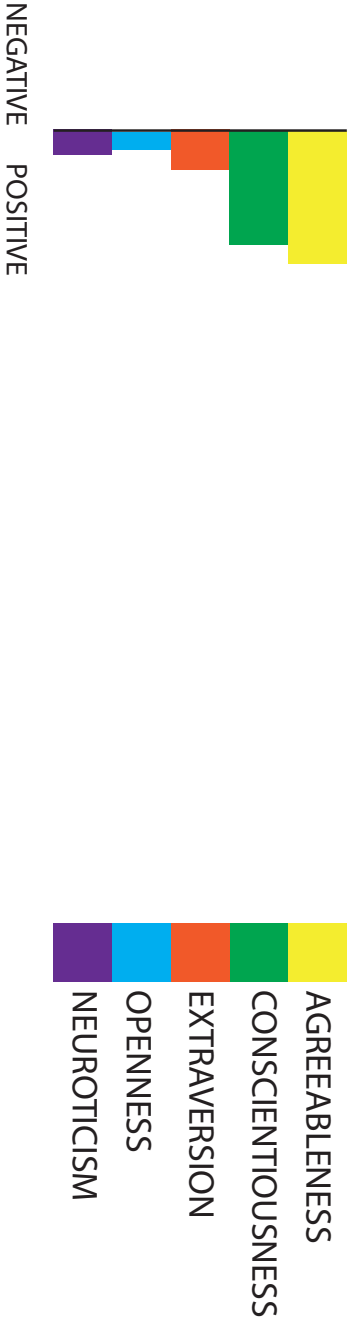
WILDCARDS



Steve

Steve is happy to go with the flow, and doesn't really care about party politics. But he is open to new ideas, wherever they come from, so if you can find an issue that he really cares about he'll listen to what you have to say.

OCEAN SCORE



VOTER ISSUES

Voters were polled on eleven election issues in order to identify which were most important to them and would be most effective for messaging:

THE ECONOMY

ENERGY

IMMIGRATION

OBAMACARE

EDUCATION

SAME SEX MARRIAGE

NATIONAL SECURITY

SIZE OF GOVERNMENT

GUN RIGHTS

GOVERNMENT PROGRAMS

ABORTION

VOTER ISSUES

Research indicates that the Priority Persuasion and Wildcards groups primarily care about two very similar sets of issues:

PRIORITY PERSUASION:

THE ECONOMY

NATIONAL SECURITY

EDUCATION

GUN RIGHTS

WILDCARDS:

THE ECONOMY

NATIONAL SECURITY

IMMIGRATION

GUN RIGHTS

SECTION 3:

SAMPLE MESSAGES

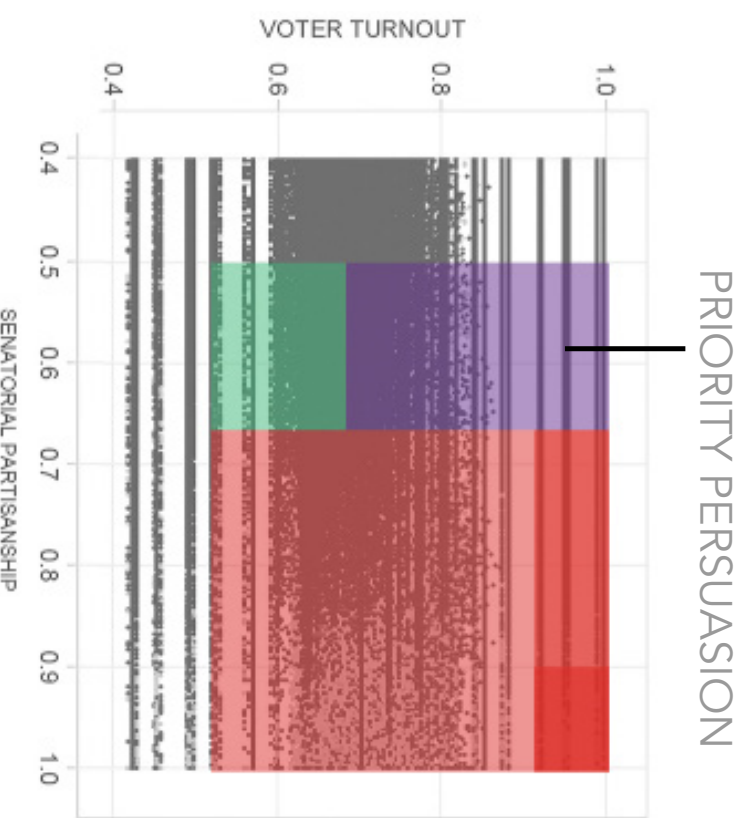
PRIORITY PERSUASION GROUP

Research indicates that the Priority Persuasion target group is made up of soft Republicans and borderline Democrats.

They are likely to vote, but they have not yet decided who they will vote for.

Messages to this group should be focussed on agreement and acceptance.

They must connect with Thom Tillis and feel like he is the right choice for them.

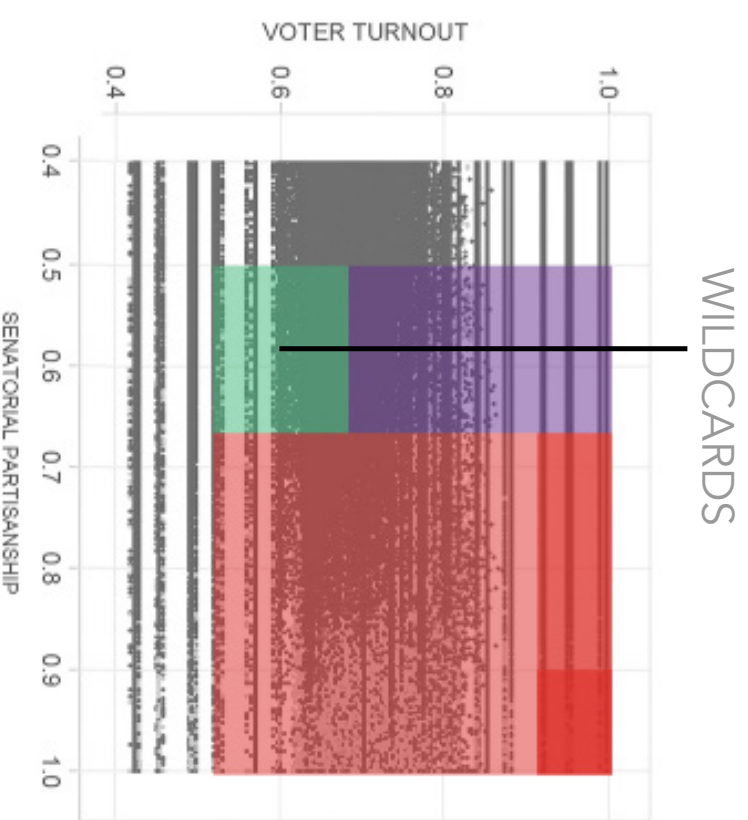


WILDCARDS GROUP

Research indicates that the Wildcards target group is made up of unreliable soft Republicans and borderline Democrats.

Their vote isn't guaranteed, nor is their partisanship.

They are less interested in the political divides, so messages to this group should be focussed on the provoking members on the specific issues that are most important them.



SAMPLE COPY
PRIORITY PERSUASION

THE ECONOMY

Headers / taglines:

We need to balance the budget.

Let's get the economy back on track.

Stop wasteful spending.

Body Copy (identification):

We're all frustrated with the state of the economy. It's time to stop Washington interfering in the everyday lives of hardworking folk, so you're free to be as ambitious and successful as you want.

Body Copy (positioning):

I believe government should lead by example. As North Carolina Speaker I've streamlined the state government, ditched heavy-handed regulations that get in the way of growth, and balanced the state budget.

Body Copy (binary):

Kay Hagan has forgotten what's important to North Carolinians. Her voting record proves that she believes in Big Government, more confusing regulations, and higher taxes to fund Washington's wasteful spending.

This isn't good enough for North Carolina. This isn't good enough for America.

Body Copy (call to action):

I'm determined to get the economy working again. It isn't fair to ask regular people to tighten their belts while Washington goes on a spending spree.

It's time for a new plan. It's time the government helped us all by balancing the national budget and giving every one of us the freedom to prosper.

NATIONAL SECURITY

Headers / taglines:

A strong nation needs strong borders.

Our safety should be Washington's top priority.

We can't afford to drop the ball.

Body Copy (identification):

America is a land of opportunity, but it needs to be safe and secure for everyone to prosper. Weak borders threaten American citizens and legal migrants alike.

Body Copy (positioning):

With increasing instability in the Middle East and the growing threat of ISIS, we have to make our borders secure for our citizens and visitors, and fix the immigration crisis that is making life harder for all of us.

Body Copy (binary):

Washington doesn't get the dangers and concerns North Carolinians face every day.

Kay Hagan has voted time and again to keep our Southern border wide open, and refuses to give our border control services the tools they need to keep us safe.

Body Copy (call to action):

America is a beacon to the free world. We have always welcomed people who come here to work hard and contribute to American society.

We need to give our border control and immigration services the tools they need to make sure that everyone who comes to America is here for the right reasons.

EDUCATION

Headers / taglines:

Hard work deserves better pay.

Our children are our most valuable asset.

A better tomorrow starts with a better today.

Body Copy (identification):

I believe that hard work deserves better pay, and that nothing is more important than our children's future – that's why I passed a state budget that gave our teachers one of the biggest pay raises in North Carolina history without increasing taxes.

Body Copy (positioning):

I got my first job straight after leaving high school, but I never stopped studying. As I worked my way up the private sector I kept learning, graduating from college when I was thirty-six.

I found the route that worked for me, and I want everyone to find the route to success that works for them.

Body Copy (binary):

If we want our children to succeed and our community to prosper, we have to give our educators every tool available to deliver the best standards of education, and the pay they need to do the best job possible.

Body Copy (call to action):

In North Carolina our teachers are better paid than ever before, and our kids are getting the training they need for today and tomorrow's economy.

Let's show Washington how to make education work.

GUN RIGHTS

Headers / taglines:

Don't punish law-abiding citizens.

Safety starts at home.

Our constitutional rights aren't up for debate.

Body Copy (identification):

Every American deserves the right to feel safe, and that means being able to protect and defend our families from harm.

Body Copy (positioning):

I believe in the second amendment. It enshrines a great tradition and gives every citizen an important responsibility to protect their fellow Americans.

It's important that we pass on our way of life to the next generation, and give them every freedom they need to keep this nation great.

Body Copy (binary):

Washington needs to get back on track. We should be punishing criminals, not law-abiding citizens exercising their constitutional rights.

Kay Hagan tried to curtail every American's freedom with anti-constitutional gun restrictions. She's forgotten what it important back at home.

This isn't good enough for North Carolina. This isn't good enough for America.

Body Copy (call to action):

It's time for the government to stop trying to interfere in our every day lives and get back to what's really important, like balancing the budget and securing our borders.

SAMPLE COPY

WILDCARDS

THE ECONOMY

Headers / taglines:

We need to balance the budget.

Let's get the economy back on track.

Cut waste. Increase growth.

Body Copy (identification):

I know you're frustrated with the state of the economy. So am I. It's time to stop Washington interfering in the everyday lives of hardworking folk, so you're free to be as ambitious and successful as you want.

Body Copy (positioning):

I believe government should lead by example, and get out of everyone else's way. As North Carolina Speaker I streamlined the state government, ditched red tape that gets in the way of growth, and balanced the state budget.

Body Copy (binary):

Kay Hagan hasn't just run out of ideas. She never had any in the first place.

She just votes for what Washington wants - Big Government, more confusing regulations, and higher taxes to fund DC's wasteful spending.

This isn't good enough for North Carolina.

Body Copy (call to action):

I'm determined to get the economy working again. It isn't fair to ask regular people to tighten their belts while Washington goes on a spending spree.

It's time for a new plan.

It's time for the government to help us all by balancing the national budget and giving every one of us the freedom to prosper.

NATIONAL SECURITY

Headers / taglines:

A strong nation needs strong borders.

Our safety should be Washington's top priority.

We can't afford to drop the ball.

Body Copy (identification):

America is a land of opportunity, but it needs to be safe and secure for everyone to prosper. Weak borders threaten American citizens and legal migrants alike.

Body Copy (positioning):

With increasing instability in the Middle East and the growing threat of ISIS, we have to make our borders secure for all of our citizens and international visitors.

Body Copy (binary):

Kay Hagan has voted time and again to keep our Southern border wide open, and she doesn't take the ISIS threat seriously.

We can't afford to be led by senators who don't do their duty and fail to step up to the plate and deal decisively with national threats.

Body Copy (call to action):

Now more than ever we have to send a message to the rest of the world that we are prepared to defend ourselves against anyone who might seek to do us harm.

Issues as important as this shouldn't be up for debate. We need to give our border control and security services the tools they need to make our great nation safe.

IMMIGRATION

Headers / taglines:

A strong nation needs strong borders.

We can't afford to let anyone slip through the net.

This crisis needs a new solution.

Body Copy (identification):

America has always welcomed people who are willing to work hard and embrace the American way of life. But today we are facing an immigration crisis, and it's only getting worse.

Body Copy (positioning):

We need to know who is coming into our country and why they're here. With increasing instability in the Middle East and the growing threat of ISIs, we can't afford to let anyone slip through the net undetected.

Body Copy (binary):

Kay Hagan just doesn't get the dangers and concerns North Carolinians face every day.

She has voted time and again to keep our Southern border wide open, and refuses to support our border control and immigration services do their vital job of keeping us all safe.

Body Copy (call to action):

America is a beacon to the free world. We stand for freedom.

We can't let anyone abuse our hospitality or take advantage of our great nation without being willing to contribute themselves.

We need to give our border control and immigration services the tools they need to make sure that everyone who comes to America is here for the right reasons.

GUN RIGHTS

Headers / taglines:

Don't punish law-abiding citizens.

Safety starts at home.

Our constitutional rights aren't up for debate.

Body Copy (identification):

Every American deserves the right to feel safe, and that means being able to protect and defend our families from harm.

Body Copy (positioning):

The second amendment enshrines enshrines a great tradition and gives every citizen an important responsibility to protect their fellow Americans.

We must pass on our way of life to the next generation and help them create their own traditions.

Body Copy (binary):

Kay Hagan has forgotten what's important back home, and what's important for all of America. She wants to curtail every American's freedoms with anti-constitutional gun restrictions.

We should be punishing criminals, not law-abiding citizens exercising their constitutional rights.

Body Copy (call to action):

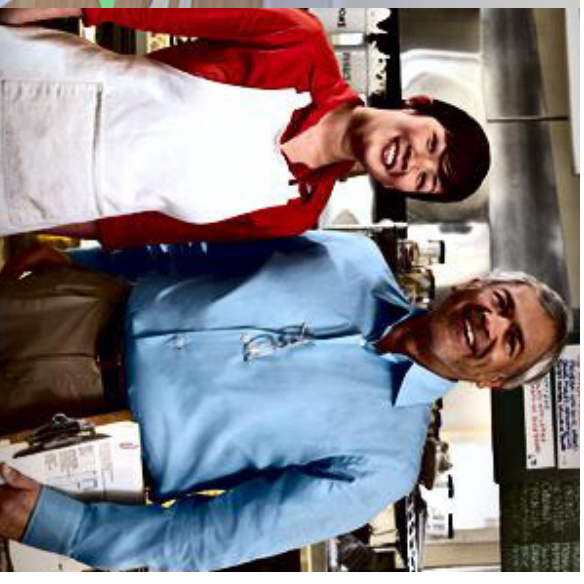
This isn't just about the law, this is a personal attack against every American.

We need to send Washington a message: stop interfering with everyone's lives and get back to what's really important, like balancing the budget and securing our borders.

SAMPLE VISUALS

THE ECONOMY

Thom should be connected with working people, not just business.



NATIONAL SECURITY

Visuals should convey a sense of order/control, but also threat.



IMMIGRATION

Visuals should show control, and migrants integrating into US life.



EDUCATION

Visuals should cover as many types of education as possible.



GUN RIGHTS

Visuals should promote and historicize responsible gun ownership.



SAMPLE MOCK UPS


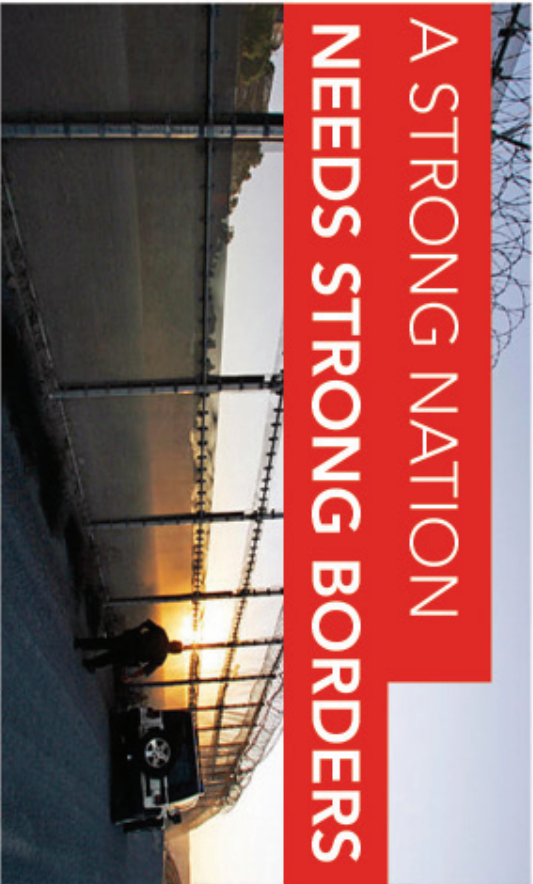






SAMPLE MOCK UPS

These mocked up Facebook ads shows how tagline, body text and visuals can be combined to align with the Thom Tillis brand.

<div><div>SPONSORED </div><div>Create Advert</div></div> <div></div> <div><div>WE NEED TO BALANCE THE BUDGET</div></div> <div><div>Thom Tillis</div><div>If you agree that Washington should lead by example on the budget, then you agree with Thom Tillis...</div><div> 42  157</div></div>	<div><div>SPONSORED </div><div>Create Advert</div></div> <div></div> <div><div>HARD WORK DESERVES BETTER PAY</div></div> <div><div>Thom Tillis</div><div>If you agree that everyone who works hard should be able to go as far as their ambition can take them, you agree with Thom Tillis...</div><div> 42  157</div></div>
--	--

SAMPLE MOCK UPS

These mocked up Facebook ads shows how tagline, body text and visuals can be combined to align with the Thom Tillis brand.

<div><div>SPONSORED </div><div>Create Advert</div></div> <div><div>A STRONG NATION NEEDS STRONG BORDERS</div></div> <div><div>Thom Tillis</div><div>Weak borders threaten regular Americans and legal immigrants alike. We must make sure our great nation stays strong, secure and safe...</div><div> 42  157</div></div>	<div><div>SPONSORED </div><div>Create Advert</div></div> <div><div>DON'T PUNISH LAW-ABIDING CITIZENS</div></div> <div><div>Thom Tillis</div><div>Every law-abiding American has the right to bear arms. We should punish criminals, not citizens exercising their constitutional right...</div><div> 42  157</div></div>
---	--

From: Sabhita Raju [REDACTED]
Subject: Re: Trump Contract
Date: October 12, 2015 at 08:57
To: Julian Wheatland [REDACTED], Alex Tayler [REDACTED] Kieran Ward
[REDACTED] Pascal Bugnion [REDACTED]
Cc: Brittany Kaiser [REDACTED] Alexander Ashburner Nix [REDACTED] James Hillier
[REDACTED]



Julian

A few questions and comments in the attached for your consideration.

Perhaps the questions are already answered in the main contract and if so, fine, though it may be prudent to repeat some of the definitions and restrictions in the appendix also.

If not, there needs to be clarification on what is being handed over to them, what data they and CA own or have access to, some cautious caveats on the state of the national voter file, as well as limitations on the volume of remote support to be provided.

Sabhita

From: Julian Wheatland [REDACTED]
Sent: 12 October 2015 14:34
To: Alex Tayler; Kieran Ward; Pascal Bugnion; Sabhita Raju
Cc: Brittany Kaiser; Alexander Ashburner Nix; James Hillier
Subject: Trump Contract

All

Trump contract is getting close to being signed. Please find attached latest version of services and deliverables. Please note that, additional to what was previously discussed, we will have to provide:

- Twice monthly analytics reports on supporter and donor profiles
- Ongoing analytics including segmentation of target audience groups across all states and ongoing refinement of audiences using CA's proprietary methodology
- A team of analysts selected and managed by CA will be available remotely to the Client to refine and present analytics findings

This is potentially a significant extra resource requirement.

We have a 'spend' cap of \$500k over 90 days and we only get paid for donations raised (100% until costs covered and then 15% thereafter) and supporters registered (\$1 per supporter).

I suspect the last two items may need some boundaries put on them. Thoughts?

Julian



DJTFP%20Servi
ces%20...R.docx

From: Robert Murtfeld [REDACTED]
Subject: Re: Trump Channels
Date: May 8, 2016 at 23:35
To: Matthew Oczkowski [REDACTED]
Cc: Brittany Kaiser [REDACTED]

Thanks, Matt.

This is helpful. I know about Alexander and Corey Lewandowski since September last year. That's great regarding Rick Wiley and Paul Manafort. Let's use your channel then as the primary channel and I will re-work Sam Clovis as mere soft background reference (and not a channel).

Is that okay? Please confirm. Think of it as mobilization of the elder's chatter.

On a separate yet related note I was also introduced in Alexandria on Tuesday to a Michael Glassier contact.

His name is Brad Jones and he was interviewed last year by Glassier to join the Trump campaign (but Brad refused). Glassier joined Trump in July 2015 as the National Political Director and is today Deputy Campaign manager. If there is use of the Brad/Glassier contact let me know.

For Brad see: <https://www.linkedin.com/in/bradleycjones>

Given the unstable nature of the presidential campaigns the more contacts the better it seems.

(I heard that Barry Bennett is soon out).

R

On 8 May 2016 at 23:01, Matthew Oczkowski [REDACTED] wrote:

Alexander and I are circling and campaign manager and political director - rick wiley is making all decisions on this front and I'm already in with him (for obvious reasons) - I told him that we (CA) would work directly with him and Paul as to not go around him and piss him off

Sent from my iPhone

On May 8, 2016, at 10:48 PM, Robert Murtfeld [REDACTED] wrote:

Dear both,

My contact requested some talking points for her call tomorrow.

I quickly drafted the attached tonight. I've put some generic yet encouraging information on CA into the one pager and I am developing a section on international communications for Trump to have a second card to play. If helpful/wanted I can put int'l coms first and CA second.

Any thoughts on the attached and/or internal follow-up on below would be great.

Do we have a contract in sight through the Scott Walker contact in the Trump campaign?

Best wishes,
Robert

On 8 May 2016 at 20:46, Robert Murtfeld [REDACTED] wrote:

Thanks, Matt.

I am very happy if this is the case but this needs re-confirmation.

Alexander wrote me this morning:

----- Forwarded message -----

From: Alexander Nix [REDACTED]
Date: Sun, May 8, 2016 at 5:53 AM
Subject: Re: PRIVATE & CONFIDENTIAL
To: Robert Murtfeld [REDACTED]

Thanks Robert

(1) I suggest you use your skills of persuasion to impress on Jan the quality of the work we did for CfP and how much we can help Trump

(2) Thereafter, if she offered to introduce you to the Trump team, then you should accompany her and do your best to pitch CA

(3) If I can help - I am on standby, and might be coming to the US today...

A

Can you please elaborate by what you mean "we are all set with Trump"?

Thanks,
Robert

On 8 May 2016 at 20:41, Matthew Oczkowski [REDACTED] wrote:

We are all set with trump - no other channels are needed. Sam is a field guy and wouldn't be helpful for what we do anyway.

Sent from my iPhone

On May 8, 2016, at 6:29 PM, Robert Murtfeld [REDACTED] wrote:

Dear Matt,

I am writing as on my end an opportunity emerged for us to pitch through an intermediary Sam Clovis tomorrow.

Clovis is Trump's campaign co-chair.

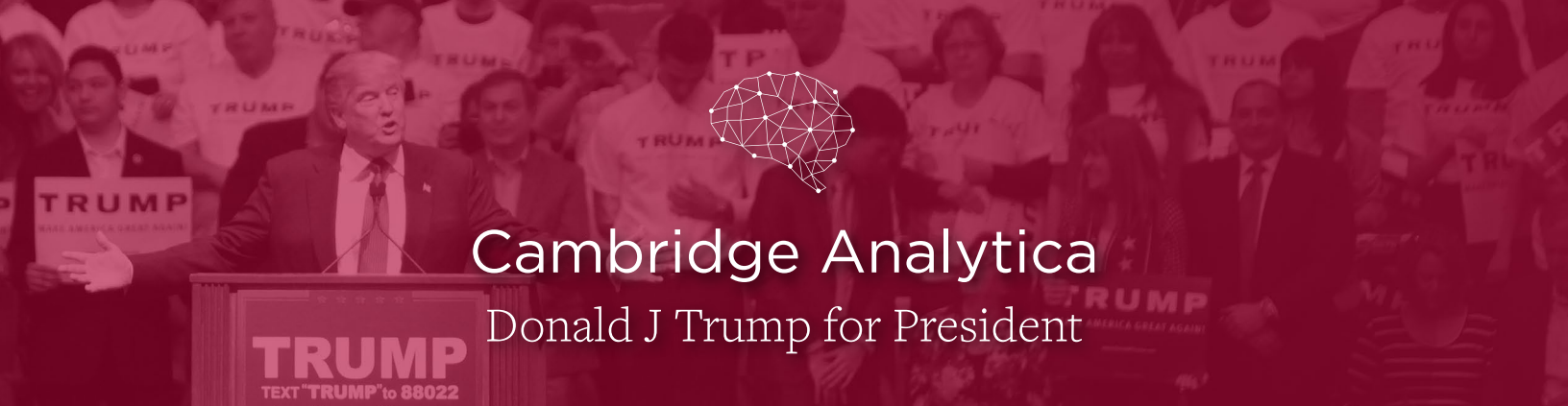
I sought clearance for this from Alexander, which I received this morning whilst he boarded a plane for meetings in NY (I understand that is through Steve Bannon). Brittany (in copy) stressed that you have an additional channel in Alexandria and I am keen to coordinate that my channel reinforces yours and/or is pursued in addition without interfering in anything already achieved.

Can you give me a call on the number below when you have a free moment this evening?

Cheers,
Robert

Sent from my BlackBerry
[REDACTED]

<Talking Points for Jan.pdf>



Cambridge Analytica

Donald J Trump for President

Cambridge Analytica provided the Donald J Trump for President campaign with the expertise and intelligence that helped win the White House, causing the biggest upset in modern U.S. political history.

We identified key audiences and targeted them with the precise messages needed to change voter beliefs and behavior, at the right time to win their support. All of this was achieved at a fraction of the time and cost spent by our rivals.

It is this approach that is helping our commercial clients drive growth through better targeting and more sophisticated messaging techniques.

Cambridge Analytica deployed three integrated teams to support the campaign: research, data science, and digital marketing.

These teams included: PhD-caliber data scientists; seasoned strategists with experience of presidential primary, congressional, gubernatorial and international election campaigns; expert researchers; digital marketing strategists and content creators.

They worked seamlessly to deliver audience segmentation and marketing strategy across fundraising, persuasion, and GOTV (Get Out the Vote) programs. Messaging based on CA's data insights was heavily tested, then deployed to the most persuadable voters in key battleground states.

“

“There are no longer any experts except Cambridge Analytica.
They were Trump’s digital team who figured out how to win.”

Frank Luntz, Political Pollster

”

Campaign Components

1/2

Research

Internal polling was conducted continuously for reliable campaign monitoring up to election day.

Cambridge Analytica delivered results on a daily basis through the final months of the campaign, using rolling data to provide the most robust and responsive updates available. Polling was tracked by state with a sample size of 1,500 per week per state.

We could assess state-by-state reactions to each event with minimal delay, monitor rebound, and dig further into the data to understand any unexpected movements. In total our polling sampled c180,000 individuals across 17 battleground states, online, by IVR and through direct phone calls. This information allowed Cambridge Analytica to speak to voters in a way they would understand and respond strongly to.

What it Can Do for You

Our commercial clients also benefit from real-time monitoring. Small adjustments are made on a daily basis, to ensure that our targeting and communication is the most effective.

Data Science

Cambridge Analytica leveraged its data science and predictive analytics expertise to build over 20 custom models during the Trump campaign.

These models identified policy issues, candidate preference, turnout propensity and likelihood of voting early or absentee. Crucially, we identified the most persuadable voters and targeted them so the campaign could convince them to vote for Trump over Clinton.

We also produced specific “Candidate Preference” models based on our survey data to identify voters likely to support Donald Trump. These combined a multitude of different commercial and political features, resulting in a more nuanced scoring of individuals. This went beyond traditional voter partisanship, which our data proved was far less relevant than in previous presidential elections.

What it Can Do for You

Using big data to predict consumer behavior helps our commercial clients to get a glimpse of the future, now.

Campaign Components

2/2

Digital Marketing

The Donald J Trump for President campaign needed a digital marketing infrastructure that could support all aspects of a presidential campaign, with a massive level of advertising across fundraising, persuasion, supporter activation, and Get Out the Vote.

Cambridge Analytica activated its digital marketing team to set up the reporting and data management infrastructure, handle media planning and strategy, and execute media buys.

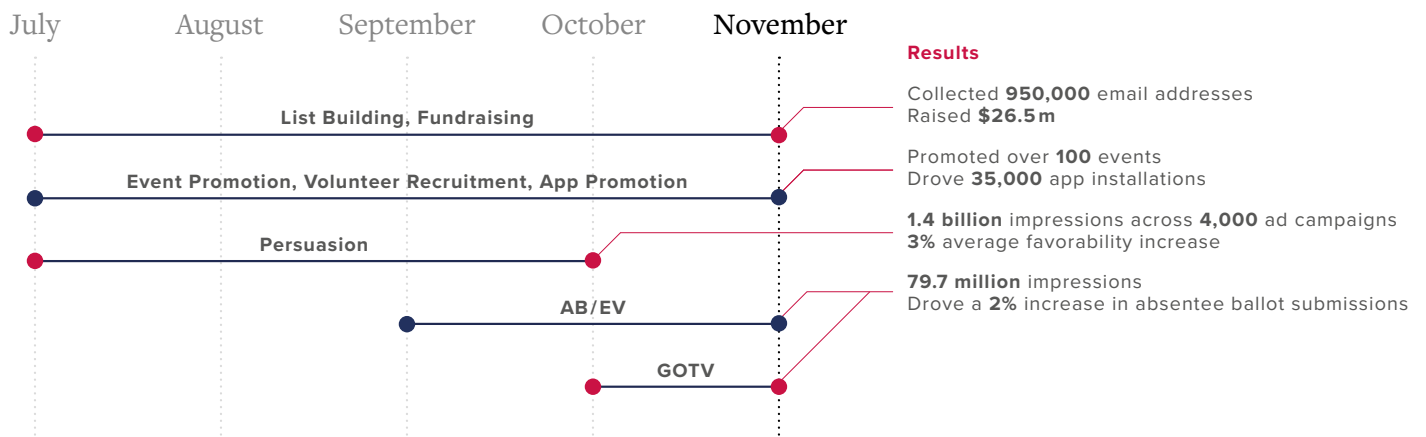
The campaign was able to leverage our ecosystem of 30+ ad tech partners and within a matter of weeks, have digital marketing capabilities on par with any corporate agency.

Our digital marketing efforts led to a large-scale marketing operation executing high eight figure ad spend budgets and designing advertising initiatives to meet multiple needs across the campaign.

What it Can Do for You

This expertise helps our commercial clients by allowing us to execute highly complex campaigns with short lead times and incredible efficiency.

Timeline and Results Summary:



Campaign Highlights



Polling

Tracked by state with a sample size of **1,500** per week per state.
Total individuals sampled **c180,000**.



Predictive Analytics

Built **20** custom models identifying policy issues of interest, candidate preference, turnout propensity, likelihood of voting early or absentee.



List Building

Collected **950,000** email addresses, raised **\$26.5 million**.



Event Promotion, Volunteer Recruitment, App Promotion

Promoted over **100** events
Drove **35,000** app installations.



Persuasion

1.4 billion impressions across **4,000** ad campaigns, **3%** average favorability increase.



Get Out The Vote

79.7 million impressions, drove a **2%** increase in voters submitting absentee ballots.

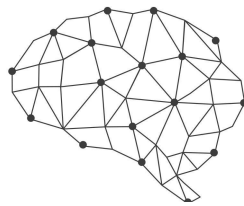
Cambridge Analytica's work informed campaign strategy and meant voters (who might otherwise have stayed home) were reached in their own backyards. This ultimately contributed to the extraordinary victory of Donald Trump in the 2016 presidential election.

We achieved this spectacular success against an opposition that spent at record levels. We did this in less time, with fewer people, and on a much smaller budget. Our streamlined, data-driven, end-to-end solution was rooted in science and consistently innovative.

Cambridge Analytica enhanced the Trump for President campaign by understanding audiences, redefining data analytics, and ultimately, changing the face of modern campaigning.

Cambridge Analytica's work on the Donald J Trump for President campaign is a clear example of how our cutting edge techniques influence decision making in target populations. We are now applying these techniques in the commercial sector, bringing clients closer to their key audiences for improved returns on their marketing spend.

See how we can help you: info@cambridgeanalytica.org | +1 (646) 892 9591



Make America Number One After Action Report

November 2016

Summary

Cambridge Analytica (CA) delivered data modeling, television targeting and placement, digital ad targeting and delivery, list building, and polling to Make America Number One's (MAN1) project "Defeat Crooked Hillary" (DCH) during 2016's Presidential election. During that time, CA delivered millions of ad impressions nationwide, with a special focus on New Hampshire, Pennsylvania, Virginia, North Carolina, Florida, Ohio, Iowa, Colorado, Nevada, and Michigan.

Data Modeling

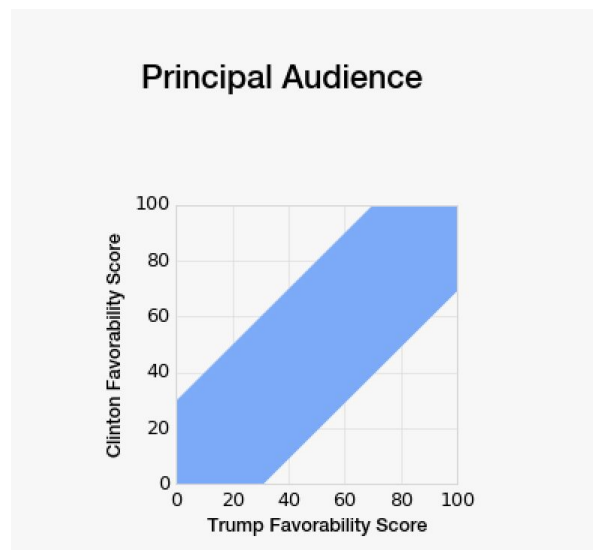
The primary effort of the data operation was to produce the Principal Audience (PA): the group of voters modeled to be the most likely to be persuaded by advertising, and who accordingly received the bulk of MAN1's messaging efforts. This was done by:

1. Constructing models predicting Trump and Clinton favorability using the survey data collected by MAN1
2. Extrapolating those models to all possible voters in the target states
3. Prioritizing voters by their likelihood to vote

This allowed MAN1's advertising efforts to be enormously efficient by not wasting money on voters whose predispositions were such that persuasion messaging would not move their allegiance, and not wasting ads on voters who are unreliable at best, and unlikely to vote at worst.

The figure below shows how the PA was defined for a particular set of Trump and Clinton favorabilities. Voters who fall within the blue bar are voters within our PA. These voters are most likely to be open to persuasion messaging chipping away at their enthusiasm for supporting Clinton, or switching their vote to Trump.

The actual size of the audience can be changed at will simply by expanding or contracting the width of the blue band in the figure. Generally, the audience was constructed to have about 9 million people in it, although, frequently they were further sub-segmented.



A wide range of techniques from modern predictive analytics were used in this process. The resulting models proved to be quite accurate, both with respect to internal validations and subsequent ad impact surveys demonstrating the effectiveness of messages on this audience. These models were updated each time a new survey was completed and the PA changed accordingly. Additionally, the data was scrubbed regularly during absentee and early voting in applicable states. Records of voters who had cast their ballot in person, or returned their absentee ballot were matched against the PA. Those who had successfully voted were removed for future message delivery and turnout efforts via digital ads. This meant the 72-hour GOTV phase of MAN1's efforts were highly efficient.

While the PA determined who would be receiving messaging, the next step was to determine what the messaging should be. Content was informed by a combination of Cambridge Analytica's in-house issue models, ad impact surveys conducted by the digital department, and issue polling included in MAN1 surveys. These surveys are elaborated upon in the next section.

Polling

Cambridge Analytica conducted two target state surveys of registered voters, and two additional national surveys intended for a better understanding of the electorate. A survey of target states conducted in July of 2016 by MAN1 was also used. These surveys took a mixed method approach, combining online and telephone (IVR) surveying methods and employing strict demographic quotas to ensure a representative final sample. The data was then matched back to CA's database in order to precisely weigh the results. Weighing allowed us to control for sampling biases, method error across demographics, and general election turnout propensity (via our general election turnout model). Potentially biasing questions were placed at the end of the survey to avoid impacting respondents and to minimize incompleteness rates. All questions on candidate negatives were paired with questions on positives so surveys appeared politically neutral overall, and would best encourage honest responses.

The key objective in the target state surveys was to update the favorability models and to inform our specific messaging. The questions informing ad content took two form:

1. **Segment Creation:** Questions on issues framed so as to identify individuals with strong feelings one way or another. Responses could then be modeled and extrapolated to find other like-minded individuals who may be more susceptible to a certain message. e.g. 'Do you feel healthcare has gotten worse in the last eight years?'. When modeled and extrapolated, data collected on this question allowed us to identify an audience well-suited to an attack on this issue. A second example is the question 'Do you feel the system is rigged by big money?' According to responses, the majority of voters feel the system is rigged, regardless of whom they support. Messaging based on this could be sent to the entire audience rather than needing a tailored segment.
2. **Motivational Messaging:** Questions asking respondents how they felt about a potential attack angle so that we could assess which areas produced more movement. For instance, in the September MAN1 poll we were able to determine that all voters, regardless of partisanship or ballot preference, were influenced by a Clinton corruption narrative. Thusly, a majority of MAN1's messaging was corruption focused. Further, we were able to drill down another level, asking how voters felt about Clinton after reading a statement about her email scandal, and a statement about misdeeds at the Clinton Foundation. The results indicated the statement about the misdeeds at the Clinton Foundation moved more Clinton supporters away from her than the statement about the email scandal. This gave MAN1 a clear path to dissuading Clinton supporters from voting for her by delivering ads attacking her involvement with the Clinton Foundation.

Beyond modeling and advertising, we also computed a weighted popular vote breakdown across the sampled states for each survey and estimated the likely electoral college results. We were able to gain further insight by cross-tabulating ballot preference with responses to questions on voting likelihood, qualities desired in a President, opinions on US politics today compared to yesterday, candidate favorability, movement based on key issues, and broad demographics. As a testament to this methodology, in our October poll we had Trump leading in NC, FL, and OH, which ran contrary to many pundits' opinions but was ultimately correct. This speaks to the power of being able to weight polls based on individual characteristics that would be unknown to a typical pollster.

Digital Advertising

Overview

The Defeat Crooked Hillary digital advertising campaign was very successful in its ability to reach and persuade undecided voters. Overall, ads were served 211,718,189 times, drove 1,433,331 users to defeatcrookedhillary.com and 2016truths.com, and generated more than 25 million video views. Our ads saw the most success on Facebook and Google Search and ad spend was reallocated accordingly.

Throughout the campaign we ran several Ad Recall and Impact Surveys to measure the effectiveness of our ads in persuading voters. These helped to test whether people in our target audience remembered seeing our ads and whether the messaging had the intended effect (decreasing favorable opinion of Hillary Clinton).

We found that most videos not only decreased the favorability of Hillary Clinton, but more importantly they increased the intent to vote for Donald Trump.

The success of our campaign can be attributed primarily to the high percentage of users in our principal audience that we were able to match online (approximately 66%) and the strength of video and display creative.

Performance by Platform

Platform	Impressions	Link Clicks	CPC	CTR	Video Views	CPM	Spend
Facebook	81,094,069	429,699	\$3.65	0.53%	23,632,775	\$19.33	\$1,567,263.27
TrueView	6,606,480	14,862	\$14.81	0.22%	1,201,391	\$33.33	\$220,164.02
Search	8,070,862	238,069	\$1.65	2.95%	-	-	\$392,975.62
Pre-Roll Video & Internet Radio	16,101,254	47,989	\$6.46	0.30%	5,691,956	\$19.25	\$309,946.19

Display	95,771,411	682,630	\$1.45	0.05%	-	\$0.22	\$21,003.09
Twitter	713,163	20,082	\$0.37	2.82%	-	\$10.45	\$7,453.82
Snapchat	3,360,950	-	-	-	204,353*	\$6.22	\$20,900.00
Total	211,718,189	1,433,331	\$1.74	0.68%	25,038,519.00	\$11.77	\$2,492,684.31

Facebook

Over the course of the campaign our ads were seen 81 million times, reaching 13.2 million voters, on average more than six times each. Of those 13.2 million voters, more than half took an action (click, like, comment, etc.) on our ads, higher than other successful campaigns. 9.84 million times users viewed more than 10 seconds of our videos. On average users watched 20.4 percent of our videos, more than five percentage points above similar campaigns. Overall, our ads drove 429,699 visits to defeatcrookedhillary.com.

Video	Impressions	Reach	Freq.	10s Views	10s View Rate	Link Clicks	CPC	CTR	Spend
Do Nothing	6,250,663	2,270,711	2.75	1,079,583	16.59%	31,968	\$4.15	0.51%	\$132,579.03
NAFTA	5,158,057	2,080,126	2.48	529,648	9.75%	28,932	\$3.43	0.56%	\$99,186.21
Can't Run Her House	2,310,081	1,229,935	1.88	237,663	8.04%	13,025	\$4.56	0.56%	\$59,418.32
Equal Pay	6,716,760	2,062,332	3.26	946,799	18.12%	11,171	\$12.21	0.17%	\$136,404.48
Benghazi	3,729,888	1,853,954	2.01	650,286	19.71%	25,480	\$2.54	0.68%	\$64,776.33
SCOTUS-Evangelicals	2,465,506	742,781	3.32	314,201	12.74%	9,689	\$7.26	0.39%	\$70,346.12
How To Lie	2,300,861	442,868	5.2	243,438	10.58%	-	\$7,778.37	-	\$54,448.56
FALN	2,353,011	454,780	5.17	263,642	11.20%	-	\$18,149.85	-	\$54,449.54
NAFTAv2	615,368	331,201	1.86	107,113	17.41%	2906	\$2.84	0.47%	\$8,250.00
SCOTUS	4,657,418	1,792,089	2.6	637,720	10.10%	18168	\$3.23	0.39%	\$58,745.02
Shut It Down	1,660,268	971,520	1.71	296,643	17.87%	10457	\$3.59	0.63%	\$37,499.83
The Cut	1,691,831	1,012,334	1.67	333,300	19.70%	11023	\$1.70	0.65%	\$18,747.15
Obama-The Game	3,062,342	908,024	3.37	400,038	13.06%	-	\$7,223.28	-	\$79,456.09
Bernie Never	1,492,966	1,153,878	1.29	338,421	21.18%	3914	\$5.22	0.26%	\$20,425.93

Had A Chance									
Clinton Foundation Fails on Equal Pay	1,160,382	731,258	1.59	289,090	24.91%	2549	\$2.14	0.22%	\$5,467.00
A Danger to National Security	1,183,623	823,848	1.44	152,495	12.88%	12301	\$1.69	1.04%	\$20,785.04
Corruption is a Family Business	1,361,408	867,901	1.57	152,755	11.22%	13265	\$1.76	0.97%	\$23,290.34
Race of a Lifetime	673,559	502,122	1.34	94,984	14.10%	2887	\$4.06	0.43%	\$11,728.21

The video titled ‘Can’t Run Her House’ was very effective in persuading women in our principal audience not to vote for Hillary Clinton. After conducting an Ad Recall and Impact Survey we found that the ad was especially effective in the State of Florida by increasing intent to vote for Donald Trump by more than 8 percentage points.

The videos titled ‘How to Lie’ and ‘FALN’ were also very effective in persuading voters, with 7.7 percent and 7.8 percent respectively, increasing intent to vote for Donald Trump among users in our principal audience. These videos were shown to a subset of our principal audience that viewed national security as one of their top three most important issues.

When the video titled ‘SCOTUS’ was shown to our audience of evangelical voters, we saw little effect in changing Hillary Clinton’s already high unfavorability rating. However, after conducting our Ad Recall and Impact Survey, Evangelicals aged from 18 to 24 had increased their very unfavorable rating of Hillary Clinton by 10 percent.

The video titled “Equal Pay” was very effective in decreasing intent to vote for Hillary Clinton and increasing intent to vote for Donald Trump among women. It was especially effective with women over the age of 65, with a 12.68 percentage point increase in intent to vote for Donald Trump. There was a 6.6 percentage point decrease in intent to vote for Hillary Clinton among women aged 35-44.

TrueView

Our ads performed very well on YouTube’s skippable TrueView inventory with a completed view rate (CVR) of 17.69 percent, higher than the standard CVR for political campaigns of 15 percent. Overall, our videos were seen 1,201,391 times at a cost of \$0.17 per view. This is on the high end for what we generally see with political campaigns and increased as we approached the end of October. Because of this, we shifted budget to Facebook and search where our ads saw better performance.

Video	Impressions	Link Clicks	Video Views	CPV	CVR	Spend
Bernie Never Had a Chance	311,684	528	109,251	\$0.09	35.05%	9,534.79
Clinton Fatigue	2,253,635	7,469	391,666	\$0.16	17.38%	62,190.73
Corrupt and Dangerous	839,593	1,324	147,489	\$0.21	17.57%	31,614.60
DoNothing	1,613,437	3,652	358,501	\$0.12	22.22%	43,261.13
Can't Run Her House	29,143	35	4,868	\$0.27	16.70%	1,327.71
Obama - The Game	37,564	24	5,930	\$0.31	15.79%	1,832.61
A Danger to National Security	167,639	194	21,302	\$0.29	12.71%	6,184.12
Corruption is a Family Business	249,714	239	37,687	\$0.27	15.09%	10,321.55
A Race of a Lifetime	773,809	1,002	77,206	\$0.45	9.98%	34,702.70
The Cut	330,262	395	47,491	\$0.40	14.38%	19,194.07

The video titled “Race of a Lifetime” had the lowest video completion rate (CVR) of 9.98%. This likely due to it’s slow start, whereas the video “Do Nothing” started very strong and had one of the highest CVRs for 30 second videos at 22.22%.

Twitter

We ran two campaigns, one to grow our number of followers and another to promote key tweets. The follower campaign generated 7,781 Twitter followers at cost of \$0.79, on the low end for similar campaigns.

Twitter	Impressions	Engagements	Cost Per Engagement	Engagement Rate	Followers	Cost Per Follow	Spend
Let's Stop Hillary Clinton	713,163	31,851	\$0.23	4.47%	7,840	\$0.86	\$7453.82

Display

Overall our display ads drove 14,455 clicks to defeatcrookedhillary.com. Ads ran primarily in news articles that mentioned Hillary Clinton. Such sites include: politico.com, drudgereport.com, cnn.com, realclearpolitics.com, and cbsnews.com.

Display	Impressions	Link Clicks	CPC	CTR	Reach	Frequency	CPM	Spend
Wikileaks	1,975,224	1,645	\$2.69	0.08%	-	-	\$2.24	\$4,422.73
Do Nothing	22,551,748	11,468	\$1.29	0.05%	-	-	\$0.66	\$14,834.94
Stop Hillary - Sign Up	2,026,686	1,342	\$1.30	0.07%	-	-	\$0.86	\$1,745.43

Search

Overall, our search campaign drove 238,069 visits to our landing pages and generated more than 26 million search impressions. Ads were delivered in key states and surely hindered the fundraising efforts of the Clinton campaign. Many clicks to 2016truths.com came from users searching for keywords such as: “Hillary Clinton” and “Hillary Clinton Campaign.” The keyword that generated the largest number of clicks to 2016truths.com was “Hillary Clinton Emails” and to defeatcrookedhillary.com “latest on Clinton email.” Combined, our cost-per-click was \$1.65, which is very low for this type of campaign. The strong performance of the search campaign can be attributed to the high Quality Score (relevancy to a user’s search query) our ads received for the keyword “Hillary Clinton.”

The ad that drove the most clicks read “Confused about Hillary’s past? Learn the truth.”

Search	Impressions	Link Clicks	CPC	CTR	Avg. Position	Top Keyword	CPM	Spend
2016 Truths	6,780,239	214,615	\$1.51	3.17%	1.1	Hillary Clinton Emails	\$47.72	\$323,579.71
Defeat Crooked Hillary	1,290,623	23,454	\$2.96	1.82%	1.5	latest on clinton email	\$53.77	\$69,395.91

Pre-Roll & Internet Radio

Our ads also ran on pre-roll, non skippable inventory across the web, utilizing platforms such as Google’s DoubleClick Bid Manager, MobileWalla’s mobile ID solution, and Pandora internet radio’s inventory in key states.

Ads ran on various news and related sites across the web, such as: foxnews.com, msn.com, cnn.com, weather.com, and yahoo.com.

Pre-Roll (Non-TrueView)	Impressions	Link Clicks	Video Views	CPV	CVR	Spend
Hillary Is Still Lying	1,619,552	356	1,268,627	\$0.02	77.00%	\$22,232.21
Clinton Foundation Fails on Equal Pay	1,458,615	472	1,123,151	\$0.02	78.33%	\$22,226.58
Bernie Never Had A Chance	411,446	103	438,989	\$0.01	83.10%	\$3,755.32
Mobilewalla	5,183,449	33,056	2,088,725	\$0.06	40.30%	\$117,035.53
Pandora - Audio	6,649,746	10,197	-	-	-	\$16,269.52
Pandora - Video	778,446	3,805		-	73.67%	\$128,427.02

SnapChat

Our SnapChat filter was available to users across the state of Pennsylvania on Election Day. The filter was used by 204,353 SnapChat users and was seen 3,360,950 times. Overall, users engaged with the filter 2,354,144 times across the state of Pennsylvania.

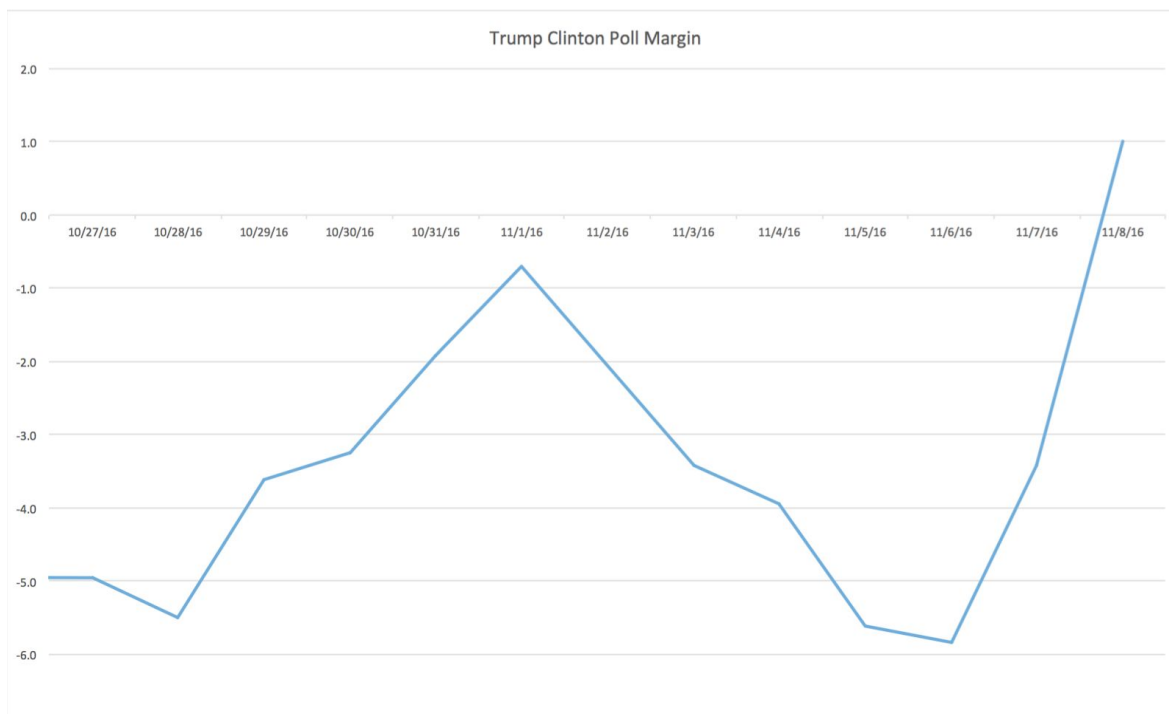


Michigan Impact

Thursday before Election Day, MAN1 secured a donation for immediate ad spend. Based on last minute public polling numbers, the decision was made to invest that donation into 72 hour voter turnout in Michigan. We went up with the top performing ads from other target states from Friday, 11/4 through Election Day. Over the first 48 hours, engagement on the videos skyrocketed to over three million hits. Before Election Day even arrived, we had delivered 6 million impressions to conservatives statewide, to encourage turnout.

Looking at the below graph of tracking polling made available to CA after Election Day, we can see an important trend over the final days of the race. This graph follows indicated Trump support, with the 0.0 indicating a tie between Trump and Clinton. As we can see from this trendline, Trump's support was affected by the 10/27/16 announcement by the FBI that they would be reopening the investigation into Clinton's secret server. It took two to three days for that announcement to saturate and boost Trump's numbers, before they started to fall down to -5. However, with our ads starting on the afternoon of 11/4/16, you can see the same turnaround time leaving Trump tied to +1 on Election Day.

We now know Michigan to be the narrowest margin of victory for Donald Trump; 47.6 percent Trump / 47.3 percent Clinton according to the New York Times. If MAN1 had not made the final GOTV investment in the state, we can reasonably argue Trump would not have achieved his historic victory in Michigan.



Creative

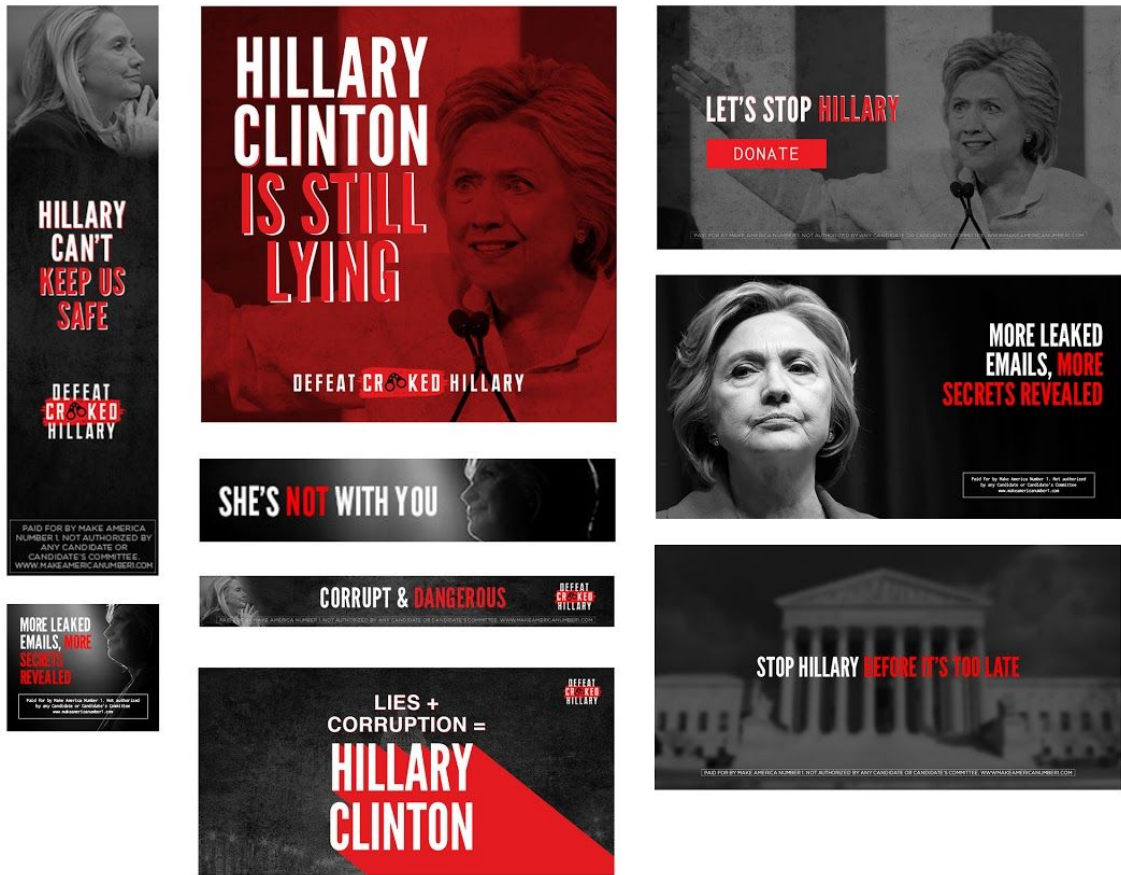
Over the course of the election cycle, from July to November, Cambridge Analytica produced all of the creative behind Defeat Crooked Hillary's ad campaigns. In that five month span, 14 different ad campaigns were run, each including a minimum of 12 creative pieces, totaling over over 170 individual ads. These ads were distributed by the CA digital team and were interacted with by tens of millions of users online.

Along with standard digital ads, CA also designed and sent out personalized email campaigns, advertised on Snapchat, Twitter and Facebook, and designed infographics to clearly display our data models to the press, and donors.

CA was also responsible for running the shareable creative pieces behind the Super PAC's multiple social media accounts in order to organically attract new activists, users and donations. In this effort, CA designed 48 unique graphic images for each social media account which received tens of thousands of online interactions.

In addition to advertising and social media, CA was responsible for the design and management of all three websites linked to the Super PAC; Defeat Crooked Hillary, 2016 Truths and Save the Supreme Court. These websites were designed and targeted to very specific audiences and were each managed accordingly. Defeat Crooked Hillary served as the main, overarching website where people could interact directly with the Super PAC, learn about our messaging, donate and more. 2016 Truths was designed specifically for individuals that were interested in fact-checking Secretary Clinton on debate nights. When users Google searched "Hillary Clinton" and other Clinton terms, the 2016 Truths site was one of the first to appear. Save the Supreme Court was built to educate voters, especially conservatives and Evangelicals, on the effects a Clinton Presidency could have on the SCOTUS and inevitably encourage them to cast a ballot against her. All of these sites were incredibly successful (see above digital metrics) in those efforts and each helped gather user information for remarketing campaigns, and email signups for MAN1 call-to-action and donation conversion.

Below are examples of the design work that was completed by CA in the form of digital ads, organic graphics and website development.



ABEV Test

During the second week of Early Vote, CA created a segment from our principal audience of previous absentee or early voters who had yet to cast their ballot. We targeted this segment with Facebook display ads chasing their vote with variations of “Vote Now” static ads. Overall, we reached 638,847 AB/EV voters in key states more than 6.15 times each.

While this test was intended to give us insight into the effectiveness of different messaging motivators, we only reliably found a higher likelihood to vote amongst the segment who received these additional advertisements. Moving forward, revisiting this test could be worthwhile to pinpoint what type of language and/or graphics encourage voter turnout, specific to demographic, geography, and personality type.

List Building and Organic Audience

Building a loyal and interactive presence on social media was key to MAN1’s success in reaching and influencing as many potential voters as possible. Cambridge Analytica’s (CA) digital and creative team built a Twitter profile, Facebook page, and YouTube account that effectively and organically interacted with and influenced tens of millions of Americans.

The creation and regular usage of the Defeat Crooked Hillary (DCH) social media accounts gave MAN1 a channel to directly communicate their message and develop a strong, organic presence online. Each account was utilized to further MAN1’s goals across a more diverse landscape in a non-formal and sharable way. These channels also allowed CA to outsource MAN1’s messaging for distribution to those most passionate about the cause.

On Twitter and Facebook, the production of nearly 1,000 posts enabled the accounts to reach millions of Americans. These posts were specifically designed to persuade followers to take action, educate them on current happenings of the campaign, promote MAN1’s content and campaign rapid response.

Utilizing Facebook, CA garnered a substantial following for the DCH page and gained a valuable source of imparting MAN1’s messaging. With over 50 million people reached, millions of post engagements and tens of thousands of “Likes”, the page enabled MAN1 to directly engage individuals on a channel they use to gather and distribute messaging daily.

CA’s digital and creative team also employed the handle “[@HillarysCrooked](#)” on Twitter to accumulate over 1.5 million impressions, 20,000 Retweets, 22,000 likes, and more than 8,400 followers.

The addition of a YouTube account enabled CA to post advertisements produced by the Super PAC online for easy access. DCH's YouTube account gained 1,100 subscribers and its' 35 videos received over 3 million views. Partnered with the 24 million views received from sharing the videos on DCH's Facebook and Twitter accounts, the videos received almost 28 million views online alone.

A major contribution to the effectiveness of MAN1's social media presence was CA's team closely monitoring the status and actions of the Clinton campaign and election in order to react in real-time. As news broke, followers and viewers were quickly provided updates and information from MAN1's social media accounts, thus legitimizing the channels.

The effort, effectiveness and precision of the CA team was demonstrated by their preparation and swiftness of response to the happenings of the campaign. During times of optimal traffic, CA was prepared to break through the increased levels of user interaction to maximize the reach of the SuperPAC.

For each Presidential and Vice Presidential debate, debate documents were drafted in advance that included nearly 100 pre-made posts, graphics and gifs specially tailored to react to topics of discussion and target our audiences during a time of high social media usage.

Throughout the campaign each account showed continued traction and reach due to the constant maintenance and efforts of the CA team.

Email Test

Cambridge Analytica uses psychographic profiling (i.e. personality scores) to specifically tailor advertising to a person or group of persons. Tailoring advertising to an individual's specific personality should drive behavior to a greater extent than generic messages. Using CA's national database of donors, we were able to match MAN1 signups to their corresponding personality, and tailor messaging directly to them to test open rates, conversion of donors, and call-to-action.

This approach is based on decades of research in personality psychology with a special emphasis on the so-called "OCEAN Big 5."

In brief, the OCEAN Big 5 model suggests that human personality is made up of five major domains (the first letters of which spell out the acronym OCEAN):

Openness: a measure of the degree to which people enjoy new experiences

Conscientiousness: degree to which people prefer plans and order

Extraversion: degree to which people enjoy being with others

Agreeableness: degree to which people put others needs before themselves

Neuroticism: a measure of a person's emotional stability (or lack of stability) and propensity to worry.

Each person has a personality that is a hybrid of each of these domains. Knowing a person's personality score provides insights into the kinds of messaging to which he or she might be especially receptive.

With this in mind, Cambridge Analytica ran two email campaigns with different types of personality based email subject lines. In both cases, subject lines were developed specifically for individuals with high scores on the neuroticism domain.

In the first email message, a subject line was developed which was designed to appeal to people with high neuroticism scores. Specifically, the email subject line was designed to be reassuring to people who ordinarily might have a propensity to worry. The subject line read:

Preserve Freedom and Overcome Hillary's Candidacy

This subject line was sent to some people with high neuroticism scores and some people without such scores.

As expected, the email with the tailored subject lined produced 20% better open rates when sent to people with high neuroticism scores than than when it was sent to people without high neuroticism scores.

In the email campaign, three types of email subject lines were sent to people with high neuroticism scores. Some suggest of the subject lines were designed to be reassuring (e.g. "**Calm the storm, stop Hillary**") , some were designed leverage a fear appeal (e.g. "**Electing Hillary destroys our nation**"), and some were generic (e.g. Information from Make America Number 1).

Overall, the fear based email subject line produced the best results. The fear based subject line resulted in 10% more email opens than a generic message, and a nearly 20% larger open rate than the reassuring subject line.

These email campaigns demonstrate the effectiveness of psychographic profiling for enhancing email marketing campaigns.

Television

Four major television buys were placed over the course the DCH.

1. Cut, 10/9
2. Can't Run Her House (Michelle Obama Ad), 10/24-11/1
3. Race of a Lifetime (Drugs Ad), 10/24-11/1
4. Questions, 11/2-11/8

'Cut' ran for one night, during the second Presidential debate, in Ohio and Pennsylvania. The goal was to reach a maximum number of Principal Audience households, within our budget. 'Cut' bracketed the debate running either directly before, or directly after, depending on the exact station. The ad delivered 1.5M impressions in its' one night.

'Can't Run Her House' ran for two weeks in Florida. The buy was placed following an Ad Recall and Impact Survey conducted by CA. The survey indicated the ad moved women away from Clinton,

swinging Clinton's unfavorables by nearly 16 points among some demographics. Using this data, CA isolated persuadable women in FL based on the Principal Audience, then selected the networks - cable or broadcast - and carrier (Comcast, Charter, etc.) to best serve 'Can't Run Her House' to these audiences. The Communications team at both MAN1 and CA worked together to place multiple stories about the buy and the metrics behind it. MAN1 even drew a Cease and Desist from the Clinton campaign, a true sign of the effectiveness of this ad.

'Race of a Lifetime' ran for two weeks in Florida. The buy was placed in the Panhandle, in high density conservative areas. Similar to the above, CA used the Principal Audience to isolate regions where high Republican turnout is imperative to the outcome statewide. 'Race of a Lifetime' and 'Can't Run Her House' ran during the first week of Early Vote. Panhandle was delivered to nearly 1.6 million voters.

Expenditure

MAN1 paid CA a total of \$5,593,648. Of this, \$3,868,714 - roughly 70 percent - went to delivering messaging directly to voters with the remainder going to overhead. Overhead included the retainer, the Evangelicals data acquisition, and the polling conducted by CA.

Retainer and data: \$1,377,934
Digital Ad Delivery: \$2,534,657
Television Ad Delivery: \$1,211,072
Web Development: \$12,985
List Building: \$110,000
Polling: \$347,000

Conclusion

MAN1 set out to run a highly targeted, data driven, financially transparent Super PAC. This ambition alone, set it apart from other groups, both past and present. The ability of the organization to move quickly in drafting creative, placing ads, and measuring impact made MAN1 an elite and imperative component to Donald Trump's success and Hillary Clinton's ultimate demise. The entire MAN1 team should take confidence in the knowledge that we did work other groups and individuals were unwilling to do in defeating Hillary Clinton.

Looking forward to the 2018 and 2020 elections, MAN1 still serves a purpose by collecting, and refining data for use advancing policy and directly advocating for or against candidates.

In the event MAN1 remained operational, our recommendations are to heavily invest in Hispanic data collection through survey research, third party data scraping, and digital targeting. The Hispanic portion of the electorate is only growing, and for Trump, or any other Republicans, to be successful in the future, understanding the messaging and targeting of Hispanic voters is paramount. We additionally suggest investing in voter registration efforts in states like Michigan, Nevada, Colorado, Arizona, New Mexico, and Texas. While some of these states voted for Trump, the margin of victory for conservative candidates is shrinking as years go by (Texas and Arizona) while other states have seen a demographic shift that is moving them out of the 'swing' state column to a safely blue state, making national success more challenging for candidates down the road.

Additionally, using what we learned about targeting, the principal audience, and messaging MAN1 is well positioned to lean into Trump policies, and the policies of a majority Republican Congress and Senate. Advancing these policies, through direct messaging to voters lays the groundwork for a

Trump reelection, and down ballot success for years to come. We recommend continuing with the above methodology of drafting creative, delivering it to a principal audience, and measuring its impact specifically centered around the policy initiatives of President Elect Trump.



Washington DC: 1 Wales Alley, Alexandria, VA 22314
Tel: +1 (703) 997 - 1812

New York: 597 5th Avenue, 7th Floor, New York, NY 10017
Tel : +1 (646) 892 - 9591

London: 55 New Oxford Street, London, WC1A 1BS
Tel : +44 (0)20 3828 7529

E-mail: info@cambridgeanalytica.org
Website: www.cambridgeanalytica.org

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TRUMP

MAKE AMERICA GREAT AGAIN!

Understanding the Voting Electorate



Data and Digital Marketing Debrief: Trump for President



Why Cambridge Analytica

Starting from Scratch

When we started on the campaign (second week of June) the Trump Campaign had no speakable data infrastructure.

- No database of record
- Many disparate data sources
- No data science program (models)
- No proper digital marketing apparatus
- Research being done by up to 5 pollsters at one point

Any most importantly: **No unifying data, digital and tech strategy.**

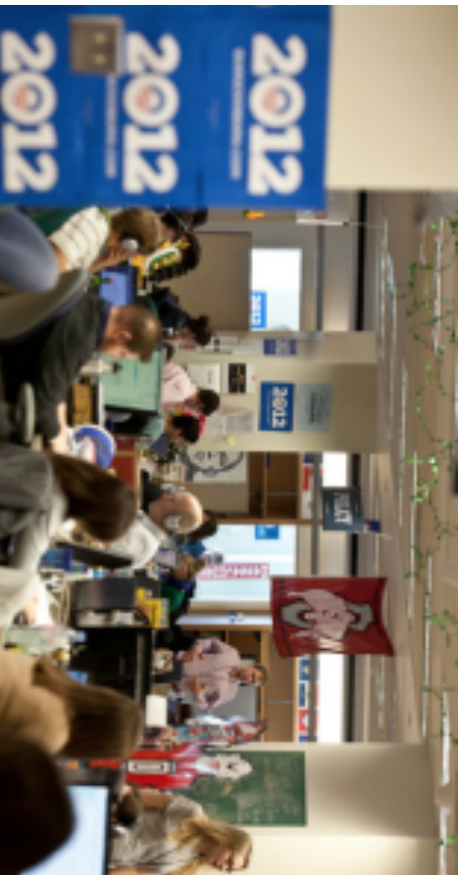




Lessons to Keep in Mind

Every campaign is different

This program was built specifically for Mr. Trump and the style of campaign that he ran. While many of the principles you are about to see can be repurposed for other clients or campaigns, the overall strategy must be reinvented with each new client (at this scale).

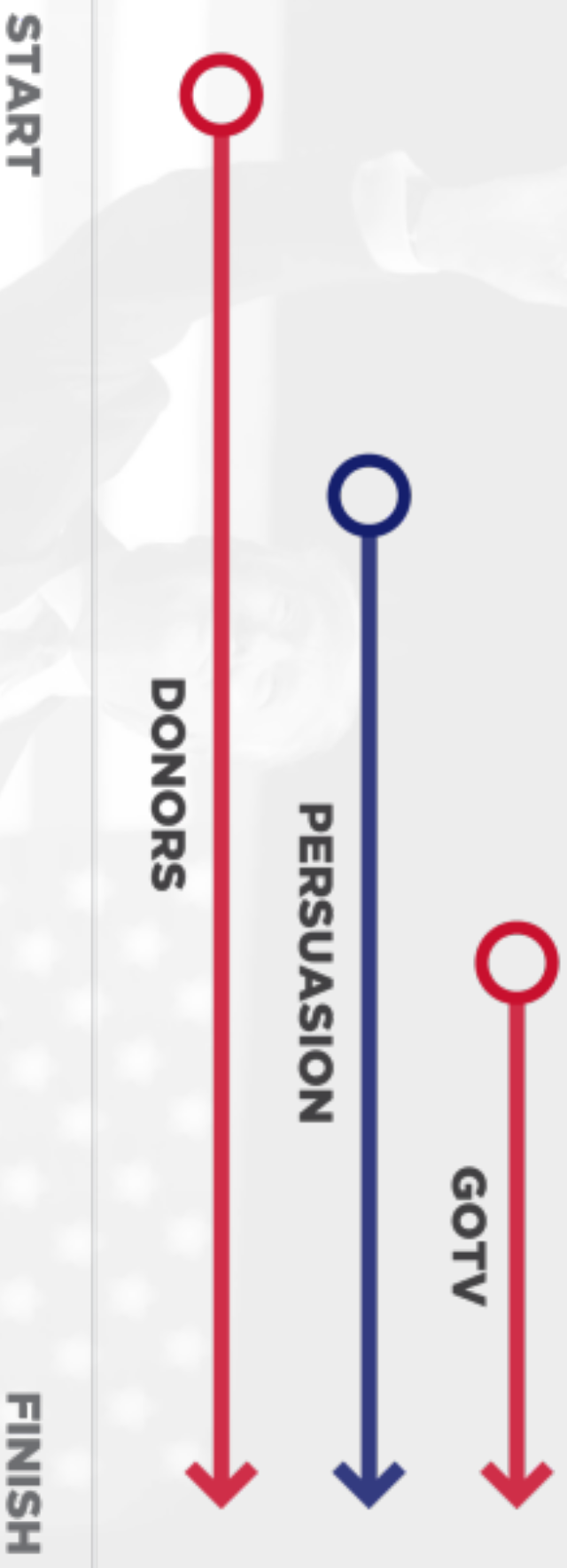


vs





Campaign Stages



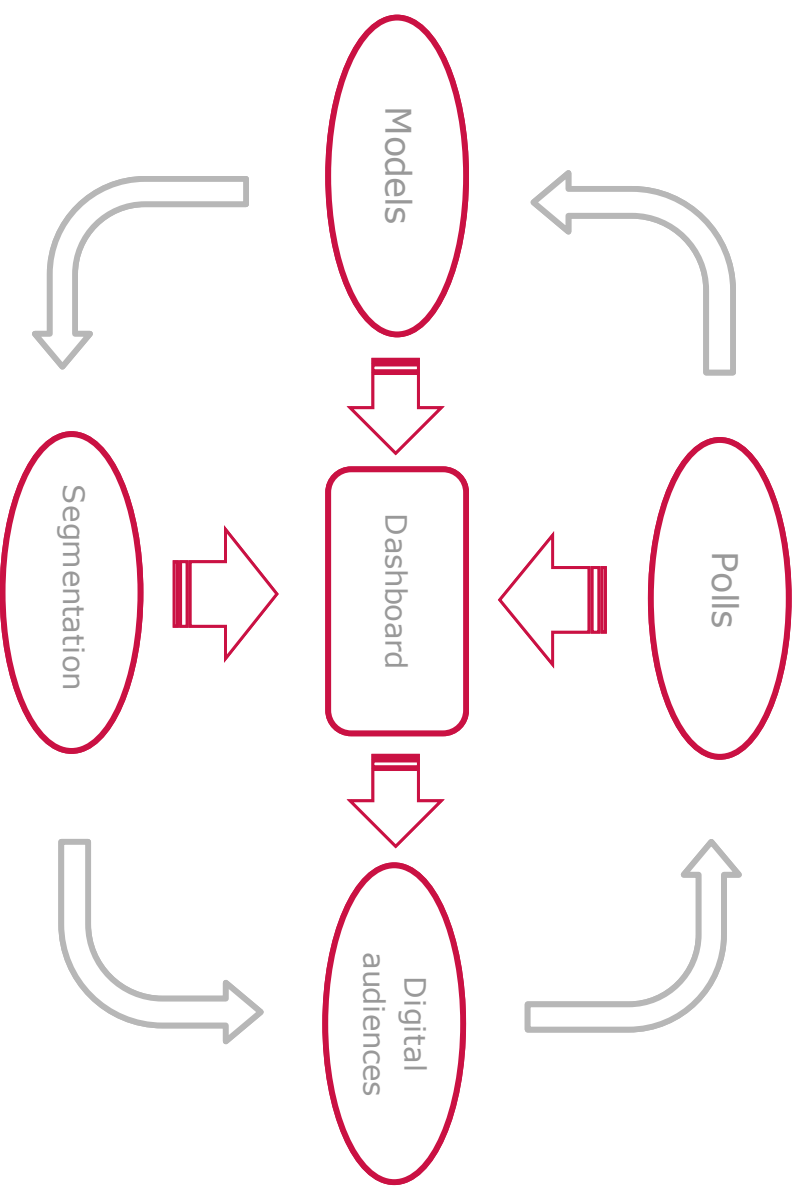


The Data

The process:

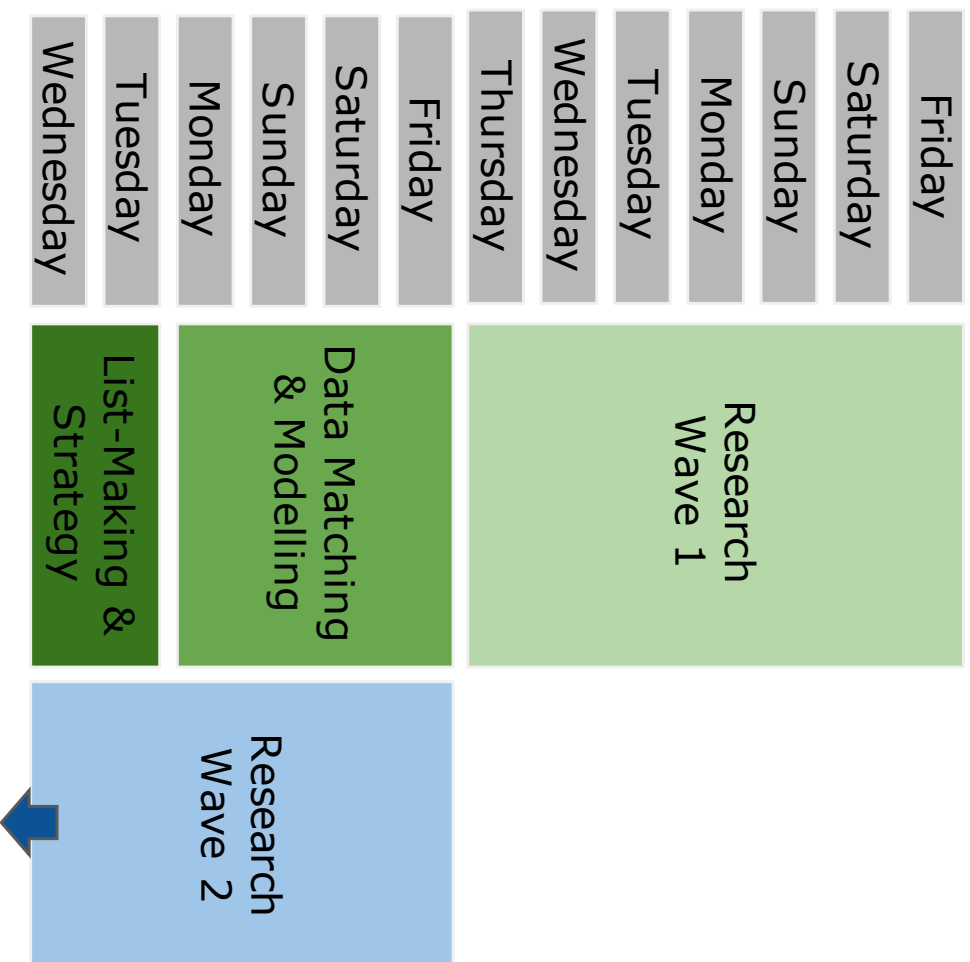
Distinct phases were undertaken which were ultimately incorporated into a weekly cycle. Every voter in each battleground state was modeled against Trump/Clinton preference, turnout, and top issues.

1. Research and polling
2. Model creation and extrapolation
3. Audience segmentation
4. Activation





Research Methodology: Research Waves



Why this approach?

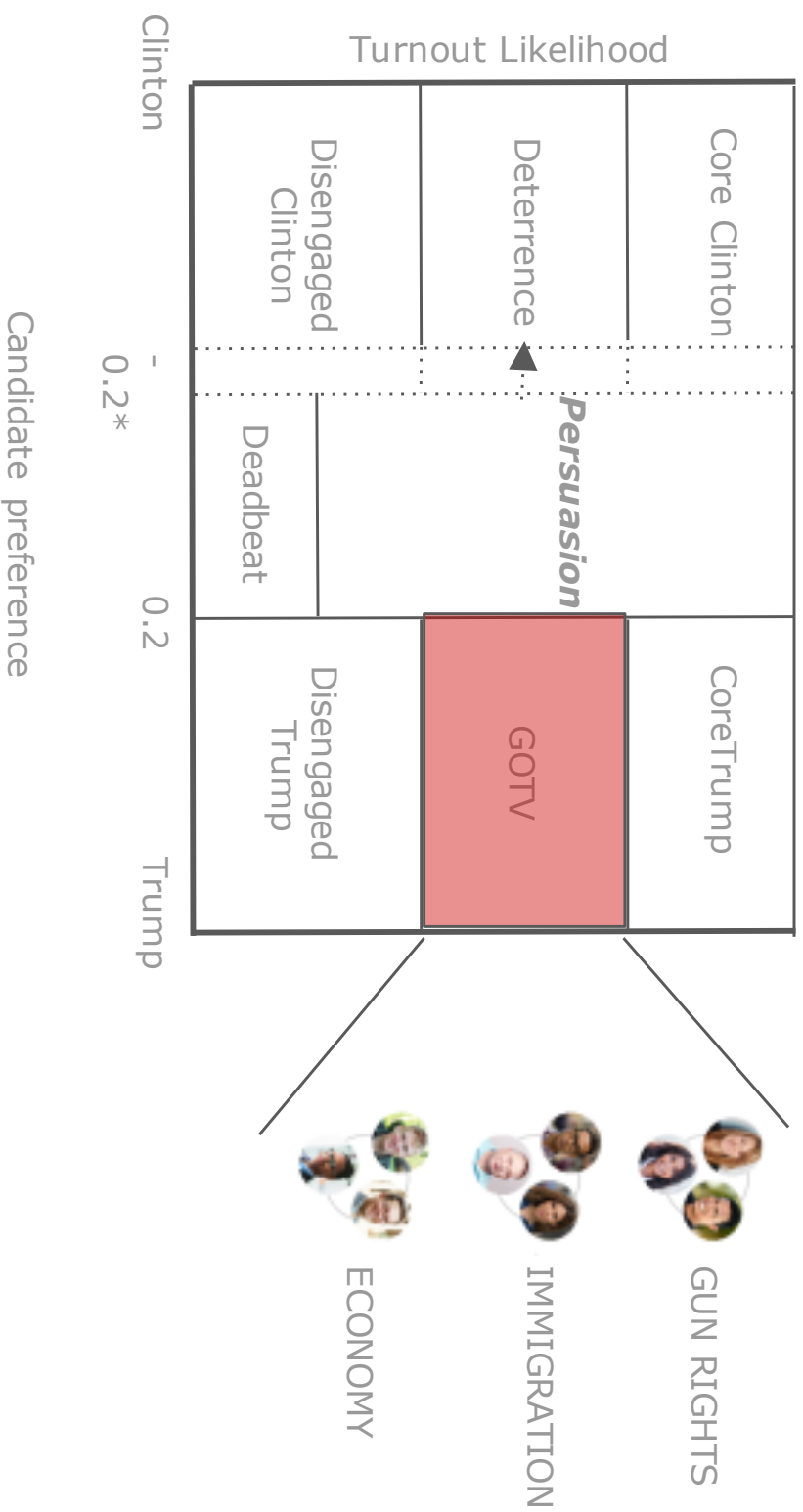
- Seven-day waves were organised to deliver the refreshed models on Wednesdays
- Originally tried two-week waves, but base size/demographic imbalances meant data was unstable and didn't work efficiently
- Longer (as above) was less stable, shorter would mean fewer completes in key states
- We shifted into five-day waves for the last 10 days, to maximise robustness of data for final predictions

How it worked

- Fieldwork was 7 days, we aimed to achieve completes and quotas as far as possible
- High response over the weekend then we targeted remaining quotas over the week

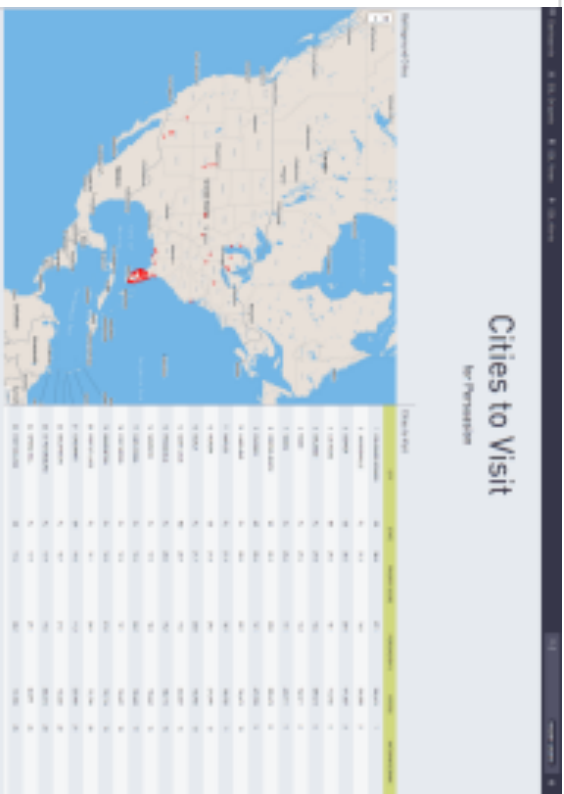


Audiences





Priority rankings



Priority state rankings were calculated using:

- polling margin
- number of electoral votes

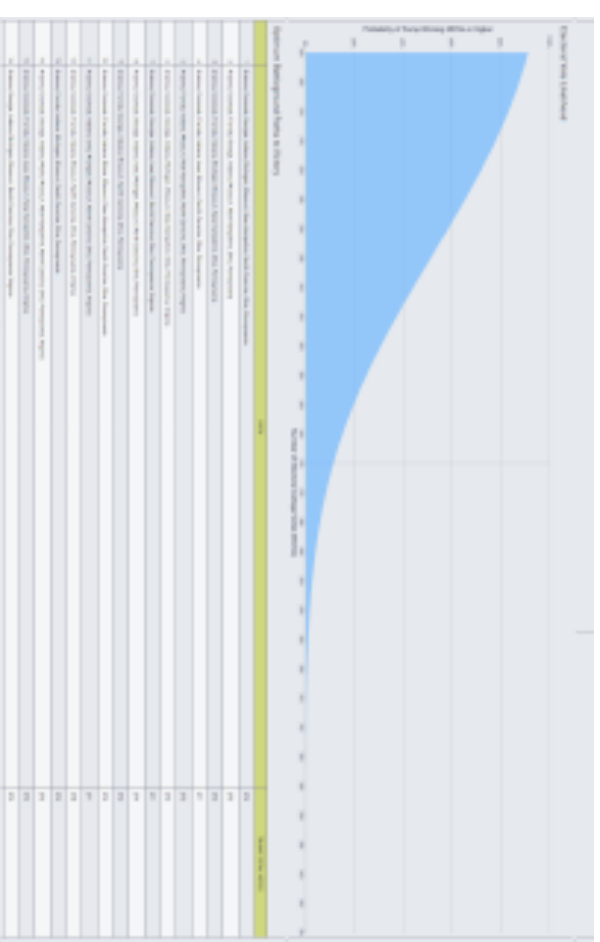
Priority cities were identified combining:

- Priority state ranking
- Size of persuasion audience within city

Demographics and Issues were fed back to campaign to aid DJT in effectively targeting city audiences during his rallies.

Paths to Victory calculated by weighting polling distributions by the electoral college counts for each state and determining which state wins could combine to allow DJT to gain at least 270 votes.

Based on all the possible paths (winning and non) we calculated a distribution of likelihoods for different total electoral college counts → likelihood of winning.





Trump for President: Digital Marketing

High eight
figure ad spend

Billions of ad
impressions

5,000+

ad

campaigns

10,000+

creative

iterations



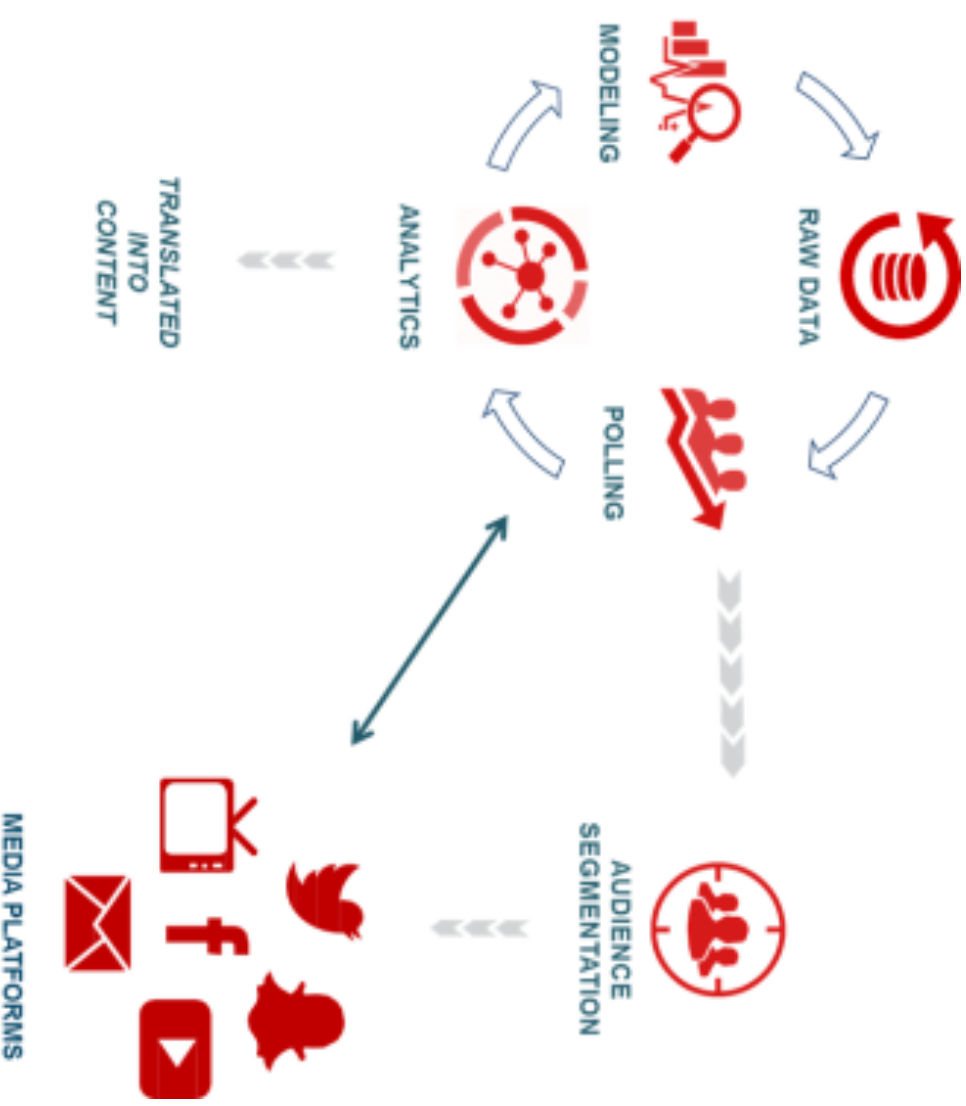
Digital Marketing

July	August	September	October	November	Results
List Building, Fundraising					Collected 950,000 email addresses, raised \$26.5 mm
Event Promotion, Volunteer Recruitment, App Promotion					Promoted over 100 events, drove 35,000 app installations
Persuasion					1.4 billion impressions, 4,000 ad campaigns, 3% average favorability increase
		AB/EV			79.7 million impressions, drove a 2% increase in voters submitting absentee ballots
			GOTV		



Persuasion Digital Marketing: Process

1. Ingested data and audience profiles from the data team
2. Devised communications to best promote a story to these individuals
3. Executed digital ad buys across 30+ inventory sources delivering 1.5 billion impressions





Media Planning

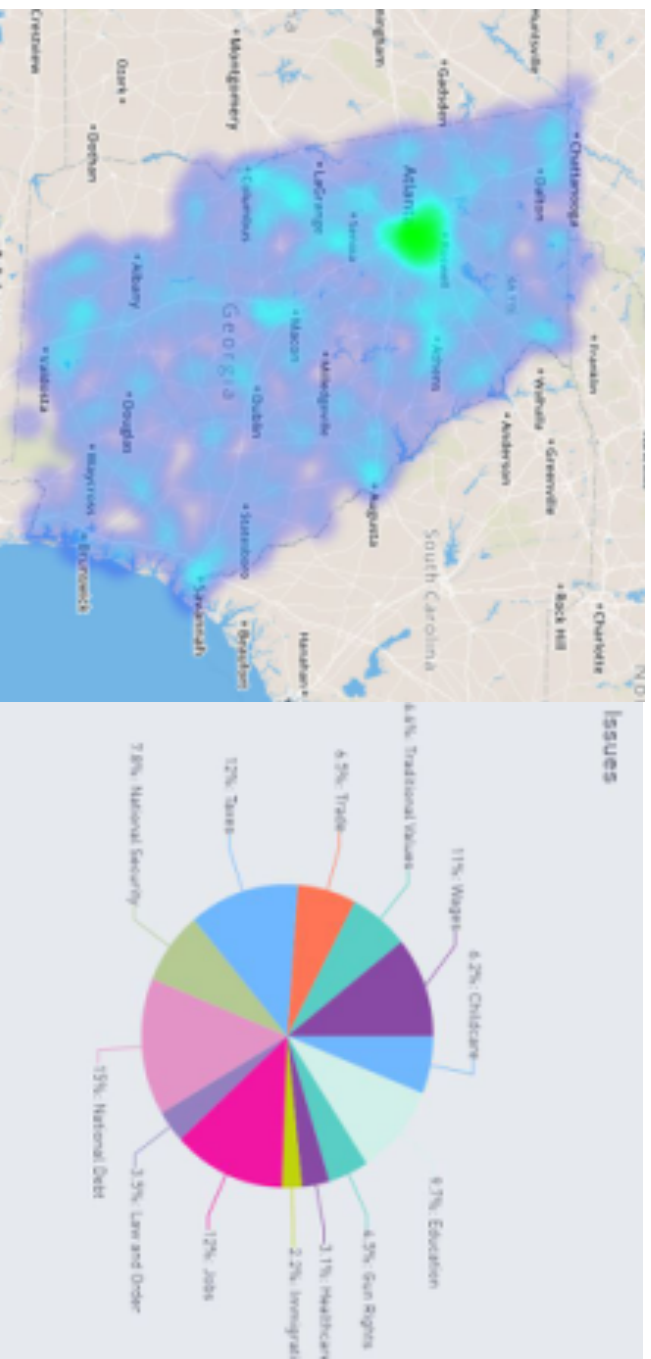
Sample Battleground State Plan: Georgia

Persuadable Voters: 444,371

Gender: Male - 43 %, Female - 57%

Ethnicity: White - 76%, AA - 12%, Asian - 6%, Hispanic - 4%, Other - 2%

Top Issues: National Debt, Jobs, Taxes, Wages, Education, National Security





Media Planning

Sample Media Plan: Ad Operations

Geo	Audience	Message	Platform	Ad Type	Audience	Impressions	Budget
GA	Persuasion	Nat'l Debt, Jobs, Taxes, Wages, Education, Nat'l Sec	Video Network	Video	444,000	8,880,000	\$250,000
GA	Persuasion	Nat'l Debt, Jobs, Taxes, Wages, Education, Nat'l Sec	Facebook	Video	444,000	8,880,000	\$250,000
GA	Persuasion: Female	Jobs, Wages, National Debt	Pandora	Audio	253,080	5,061,600	\$127,000
GA	Persuasion: Female	Jobs, Wages, National Debt	Women's Interest Sites	Video	253,080	7,592,400	\$190,000
GA	Persuasion: Female	Jobs, Wages, National Debt	Women's Interest Sites	Display	253,080	7,592,400	\$50,000
GA	Persuasion: AA	Predators Video, Other?	Video Network	Video	53,333	1,066,666	\$30,000
GA	Persuasion: AA	Predators Video, Other?	Video Network	Display	53,333	1,599,998	\$25,000
GA	Persuasion: Hispanic	Jobs, Taxes, Education	Pandora	Audio	30,000	1,400,000	\$35,000
Gwinnet, Fulton, Cobb	Persuasion: Hispanic	Jobs, Taxes, Education	Video Network	Video	20,000	364,444	\$25,000
Gwinnet, Fulton, Cobb	Persuasion: Hispanic	Jobs, Taxes, Education	Mobile Network	Display	20,000	400,000	\$20,000
GA	Persuasion: Low Turnout	Nat'l Debt + GOTV	Facebook	Display	177,600	1,776,000	\$60,000
Marrietta, Atlanta, Alpharetta, Cumming	Persuasion: Geo-Scoring	Nat'l Debt, Jobs, Taxes, Wages, Education, Nat'l Sec	Local News Sites	Display	999,000	10,000,000	\$50,000
Total:					54,613,508	\$1,112,000	

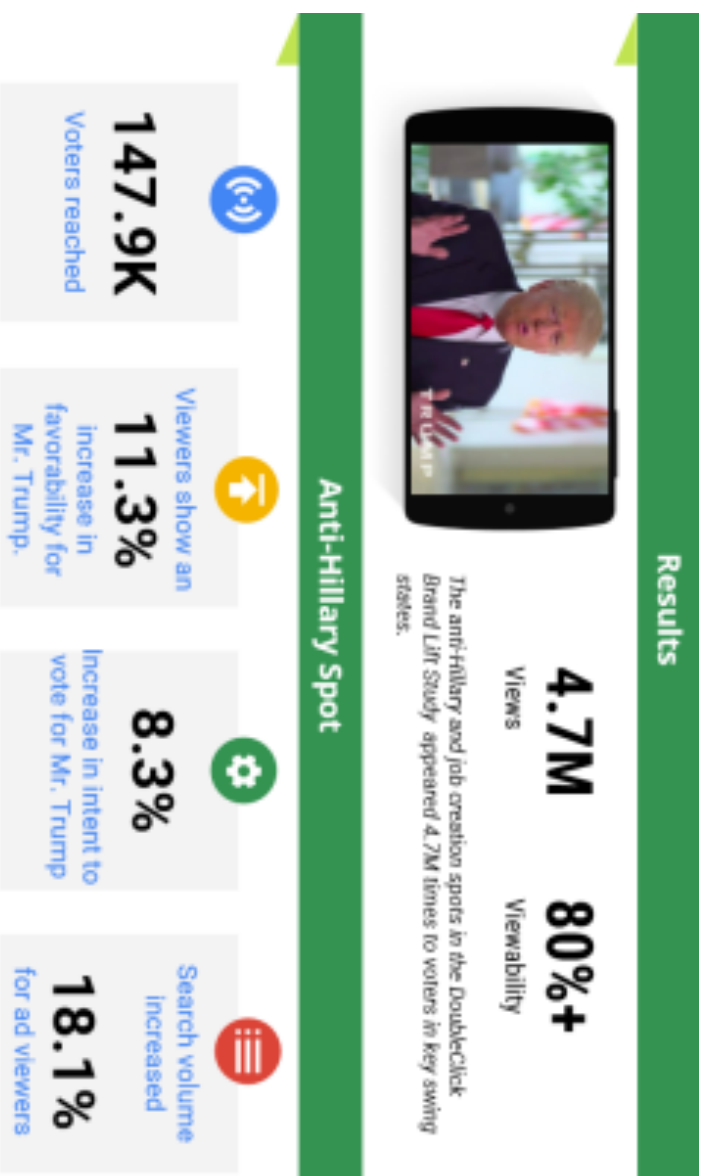


Persuasion Measurement

1. Divided audiences into three sections using the split testing API; tested messaging approaches, ad formats, and audiences

2. Deployed the results from the test on the general population, and was also used to messaging throughout the campaign

3. Each test resulted in learnings that improved the audience's favorability and intent to vote by several percentage points





Persuasion Measurement

Sample Learning Agenda Test Full vs. Package (9/14-9/17)

Donald A. Trump

Once again, Hillary Clinton shows her true colors by saying horrible, horrible things about my supporters – hard-working people who don't deserve to be lumped into these "basketball" shots. She's a divider and she's so, SO wrong.

Speaking to wealthy donors called tens of millions of Americans **DEPLORABLE.**

Donald A. Trump

Once again, Hillary Clinton shows her true colors by saying horrible, horrible things about my supporters – hard-working people who don't deserve to be lumped into these "basketball" shots. She's a divider and she's so, SO wrong.

Speaking to wealthy donors called tens of millions of Americans **DEPLORABLE.**

You could put Trump's supporters in a **"BASKET DEPLORABLE"**

120 reactions 28 Comments 36 Shares

Like Comment Share

- Slightly better results for package vs. full (3.91 vs. 2.56 point increase) for DJT intent
- Full ad performed better at decreasing Hillary intent vs. package (4.9 vs. 2.5 point decrease) for both men and women



Notable Ad Formats: Native

Politico Native Ads

Sponsored content pieces saw 2-4% higher engagement than display or video; average engagement time of 4 minutes

<http://www.politico.com/sponsor-content/2016/08/inconvenient-truths-about-clinton-foundation>

SPONSOR-GENERATED CONTENT

Please advertisement by Donald J. Trump for President

SELECT A FACT TO LEARN MORE ABOUT THE **HILLARY CLINTON'S INCONVENIENT TRUTHS**

- OVERSAMPLING FOREIGN
- UNETHICAL MONEY
- FOREIGN GOVERNMENTS
- FOREIGN MONEY
- FOREIGN CHARITIES
- THE INVESTIGATION
- TRUMP OVERLAPS
- AMERICAN INTELLIGENCE
- FAILING TO DISCLOSE
- TRUMP'S WORKS

TRAVEL COSTS

1. Since 2003, The Clinton Foundation Has Spent More Than \$50 Million On Travel:

The New York Post headline: "Bill Clinton Foundation has spent more than \$50 million on travel expenses"

-Craff Earle, "Bill Clinton Foundation Has Spent More Than \$50 Million On Travel Expenses," New York Post

1.

T f t in



Notable Ad Formats: Conversational

Twitter Conversational Ads

Twitter's conversational ads to ensure that Mr. Trump's messages and hashtags were trending and being seen in the overall chatter. The below ads generated over 30,000 uses of these hashtags during the first debate, creating enough volume that tweets using these hashtags displayed in the platform in search results for Hillary Clinton.




Donald J. Trump @realDonaldTrump · Sep 26
Thank you, America! This is YOUR movement and we proved we CAN take America back from a crooked and corrupt system.




Tweet #TrumpWin

Tweet #AmericaFirst

Tweet #TrumpIsWinning



Donald J. Trump @realDonaldTrump · Sep 26
What is Hillary's Worst Lie? Vote Now!



Tweet #BathroomServer

Tweet #PayToPlay

Tweet #Benghazi

Tweet #SheCantTellTheT...



Direct Response

List building: Snapchat

- Ran Snapchat's new webview ads and received \$2-3 CPA's, engaging a different audience
- Post-campaign analysis showed that these were not donors, but valuable engagement contacts





Persuasion Search Advertising

Search Query: *Trump Iraq War*

Hillary Voted For The Iraq War - Donald Trump Opposed It
Ad www.donaldjtrump.com/iraq
Crooked Hillary voted for the war in Iraq as a New York Senator. Bad Judgment!



Control The First Impression

Search Query: *Hillary Trade*

Hillary Clinton Supports NAFTA - She Will Ship Jobs Overseas
Ad www.lyingcrookedhillary.com
Hillary Clinton's Trade Deals Destroy American Jobs. No More Bad Deals.



Go Negative on Hillary's Positions and Expose Scandals

Search Query: *Trump Economic Plan*

Donald Trump For President - See His Full Economic Plan
Ad www.donaldjtrump.com/Economy
Donald Trump will fix America's rigged economy. See the full plan here.

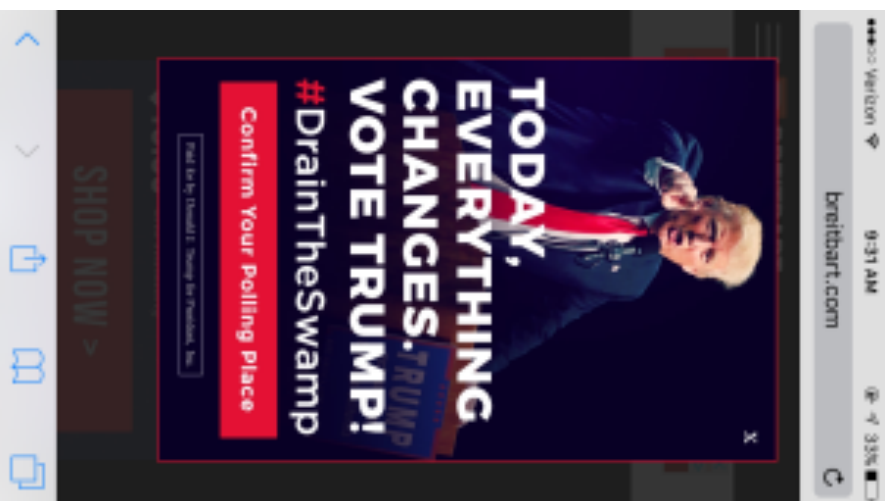


Drive Traffic To Relevant Issue



GOTV

Interstitial



Social



Search

Donald Trump For President Absentee Ballot Request www.vote.gop/absentee/arizona Voting has begun in Arizona. Request your Absentee ballot and vote Trump...
Want To Vote For Donald Trump? Request Your Absentee Ballot www.vote.gop/absentee/arizona Absentee Voting has begun in Arizona. Request your Absentee ballot now.
Vote Trump In Arizona Request Your Absentee Ballot www.vote.gop/absentee/arizona Voting has already begun in Arizona. Request your Absentee ballot now.

GOTV



1. Ran advertising to individuals that we knew were supporters and needed to be turned out
2. Maintained an offline integration through Datatrust to ingest live ballot results into Facebook to exclude voters and follow up on individuals that had not yet turned in their ballots (and excluded voters from all offline models)
3. Conducted offline attribution and held a control of individuals that were not exposed to the ads; study of over 100,000 voters showed an incremental lift of nearly 2%



Big Ticket Items

YouTube Mastheads

Displayed
different versions
of the masthead
depending on
location of the
site visitor

Today, Nov. 8th

Everything Changes

Get to know Donald Trump from some of his closest supporters.

Learn More >

Franka Trump
Businesswoman

STRENGTH

Willie Robertson
Duck Dynasty

MIDDLE CLASS

David Clarke
Senitor

JUSTICE

Marcus Luttrell
Retired Navy Seal

MILITARY

Dana White
President, UFC

BUSINESS

Today, Nov. 8th

Everything Changes

Today is one of the most important and historic elections in our nation's history. Today is your chance to be heard. Your chance to make a better America – a brighter America – for everyone. Get up. Get out. **VOTE.**

Find Your Local Polling Place:

eg. 390 Valencia St. San Francisco, CA 94103

Search & Expand

Close Ad



Supporter Mobilization

App installation:

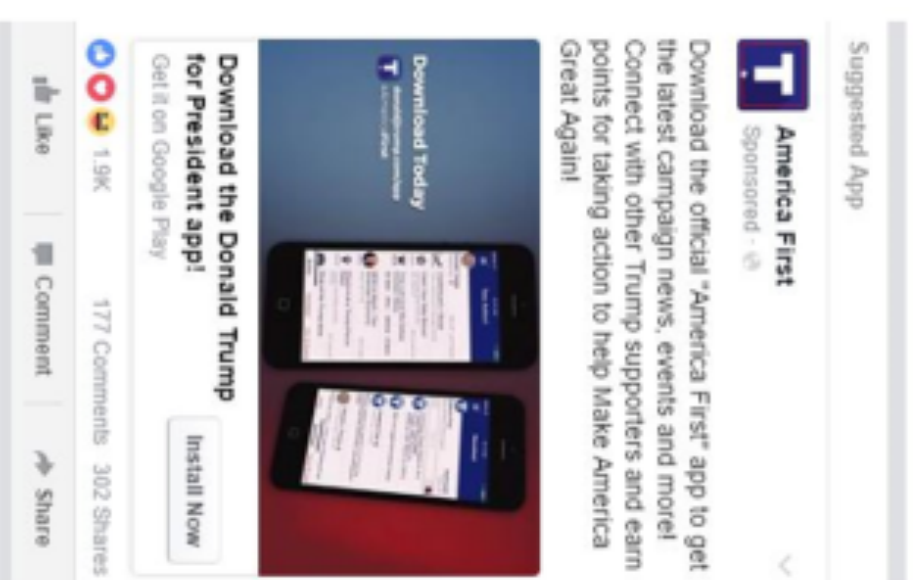
Promoted over 35,000 installations of the America First App, running campaigns on Pandora, Facebook, Twitter, and Google.

Crowd building:

Promoted hundreds of events online, sometimes driving crowds with a day's notice.

Volunteer Recruitment:

Recruited hundreds of volunteers in key battleground regions to support field operations



Trump's Data Team Saw a Different America—and They Were Right

The president-elect's analysts picked up disturbances others weren't seeing—the beginning of the storm that would deliver Trump to the White House.

by **Joshua Green** and **Sasha Issenberg**

November 10, 2016, 5:00 AM EST

From **BloombergBusinessweek** | [Subscribe](#) | [Reprints](#)

How a little-known data firm helped Trump become president

Mashable

WORDS • SCOTT WILSON • TECH • BUSINESS • ENTREPRENEUR • WORLD • MORE

3.9K

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+



W I R E D

NOVEMBER 10

7:30 PM

Trump's Big Data Mind Explains How He Knew Trump Could Win

NOV 10 PM

NOV 10

NOV 10 PM

SHARE

SHARE

TWEET

Pin

COMMENT

EMAIL

TRUMP'S BIG DATA MIND
EXPLAINS HOW HE KNEW
TRUMP COULD WIN



Carl Blaik
@CARLBLAIK

0

Follow

@CamAnalytical's polls showed evidence of a shy Trump vote, but much of it had dissipated by Election Day live.thriveheight.com/features/shy-v

...

Finally, Trump's own pollsters told us that there weren't many shy Trump voters by Election Day. A few months before the election, internal polling showed Trump getting about 3 percentage points more support in polls conducted online or by automated voice revealing than in the polls, according to David Wilkerson, data scientist for Cambridge Analytica, a data analytics firm that conducted polling for the campaign. That suggests some Trump supporters were reluctant to reveal their true preference to a telephone interviewer. But in polls conducted just before Election Day, that 3-point gap had narrowed to just 1 or 2 points. "By Trump voters started to come out of the woodwork during the course of the election," said Matthew Greenwald, director of product for Cambridge Analytica.



Thank you



From: Matthew F. Hunter [REDACTED]
Subject: Re: Questions on the TTV Proposal
Date: November 19, 2015 at 09:31
To: Todd Van Etten [REDACTED]
Cc: Brittany Kaiser [REDACTED], Pascal Bugnion [REDACTED], Alex Tayler [REDACTED], Alexander Nix [REDACTED]

Thanks for the update. Will touch base next week.

M

On 19 Nov 2015, at 10:25, Todd Van Etten [REDACTED] wrote:

Hi Matt,

No updates here. We've sent the proposal and recommendations to the client, but I think they're still hammering out the funding details. We have weekly calls with them and nothing came up on Monday —I'll be sure to ask for an update on next week's call.

Thanks,
Todd

<319682B6-644F-4011-9460-7CC059B1F4D2[22].png>

Todd Van Etten
Chief Digital Strategist, The Herald Group

From: "Matthew F. Hunter" [REDACTED] >
Date: Thursday, November 19, 2015 at 10:19 AM
To: Todd Van Etten [REDACTED]
Cc: Brittany Kaiser [REDACTED], Pascal Bugnion [REDACTED], Alex Tayler [REDACTED], Alexander Nix [REDACTED]
Subject: Re: Questions on the TTV Proposal

Todd:

Following up on this from last week I wanted to check in to see if you needed anything else from us or if you have heard feedback from the NRA. Let me know if we can be helpful.

Matthew

Matthew Hunter

[REDACTED]

on Cambridge [REDACTED]

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Please consider the environment before printing this e-mail

On 13 Nov 2015, at 09:36, Todd Van Etten [REDACTED] wrote:

This is great, thanks for all your help. I'm compiling a memo to the client now, and hope to send it off today. I'll let you know if there are any other outstanding questions.

https://docs.google.com/document/d/1-nYPDoGI0EWRE7_FZ9JzHaJaV6DiOkbJLyAXdt_aRP8/edit?usp=sharing

Thanks,
Todd

<319682B6-644F-4011-9460-7CC059B1F4D2.png>

Todd Van Etten
Chief Digital Strategist, The Herald Group

From: Brittany Kaiser [REDACTED]

Date: Wednesday, November 11, 2015 at 5:51 PM

To: Todd Van Etten [REDACTED]

[REDACTED] >, Matthew Hunter

[REDACTED] >, Alex Tayler

[REDACTED] Alexander Nix

Subject: Re: Questions on the TTV Proposal

Dear Todd,

I just wanted to chime in here since it is almost 11PM in London and I am still in the NYC office. Pascal or Alex please add anything below once you are back in the office tomorrow:





4. Yes, these supporter numbers are based on past research, but also current research, some






1. yes, these supporter numbers are based on past research, but also current research, as we have a minimum of 30,000 people completing ongoing issues-based surveys per month, every month, probing nuances in their interest in gun rights, which makes our models more and more accurate every month.
2. These supporter numbers are therefore obtained from accurate modelled data, which identifies at least 100 of the most important variables that are predictive as to whether someone supports gun rights.
3. Unlike i360, we do not only understand if someone is supporting the second amendment, but we know WHY, as our surveys ask the respondent's reasoning to be interested in gun rights, such as: the right to bear arms, right to self defence, right to hunt, against federal government background checks, against assault weapons ban, etc (elaborated in the attached document)

I hope that helps! Alex and/or Pascal can jump in tomorrow with any further details.

Best wishes,


Brittany

Cambridge Analytica								
	Project Name	Project Value	Start Date	End Date	PM	Status	Issues	Action Required
	Cruz		March-15		SR	Active	<div>1. Additional services</div> <div>2. Staffing</div> <div>3. Budget</div>	<div>1. SR spoke to Jeff Roe: campaign has no interest in TIVo, not enthusiastic about post code optimisation either.</div> <div>2. Anticipating smaller number of staff to be required in Houston after 15th March.</div> <div>3. Budgets cuts likely after 15th March</div>
	KTP I	Approx. \$313,000	Nov-15		KK	Active	<div>1. Invoicing</div>	<div>1. KK and KZ to go over o/s payments</div>
	Heritage Foundation	\$120,000 Of which \$100,000 ad buy	Dec-15		KK	Active	<div>1. A decision was made to provide additional data analytics services to secure future work and keep good relationship (executed prior to meeting).</div> <div>2. MS managing ad buy</div>	
	Roy Blunt	\$24,000 plus final invoice approx. \$10,000	Oct-15		HM	Active	<div>1. Disappointing ROI</div>	<div>1. Waiting for a report on their final standing and once we have it SR.</div>

								PWB and Harris to have a meeting about going forward
	Leave EU	Total value: approx. £1mln = \$1.5mln	Dec-15		JW PWB	Active	1. Contract in agreed form	
	Humane Society	\$30,000	Dec-15		KK	Active	Good relationship, progressing well Invoice due by 29 th Feb (\$6,000)	
	California Chamber of Commerce/ Campaign Solutions voter registration	No value (Charity pot)	15-Jan		LK	Active	LK to provide an update	
	Goldline	\$53,000	12-Jan		AT/KK	Active	1. Client concerned about data transfer security	1. To establish a secure password protected way of sharing files JB and RJ to work on server set up
	NRA/FCCC	\$35,000	23-Feb	March-16	PWB	Active	1. High cost of focus groups	1. JK and PWB to look into cheaper focus group provider or to renegotiate pricing with YouGov

SCL Social							
Project Name	Project Value	Start Date	End Date	PM	Status	Issues	Action Required
Kenya	\$1.3mln Paid \$1.25 mln	Dec-15	April-16	SR/JH	Active	<ol style="list-style-type: none">1. Progress to date2. Final reporting3. Staffing	<ol style="list-style-type: none">1. Majority of quantitative data produced; JH to have a discussion with client on some of the outstanding issues2. SR/JH/KW to discuss final reporting structure next week MB to work on putting a structure together/outline/plan of action going forward etc.3. Intern available to help with the write up. SR to allocate tasks among the team next week.



From: **Alex Tayler** [REDACTED] 
Subject: Fwd: Data Sources
Date: February 17, 2016 at 08:39
To: Brittany Kaiser [REDACTED]

AT

----- Forwarded message -----

From: "Matthew Oczkowski" [REDACTED]
Date: 8 Feb 2016 14:37
Subject: Fwd: Data Sources
To: "Alex Tayler" [REDACTED]
Cc:

For us to discuss on our call today.

----- Forwarded message -----

From: **Tom Boschwitz** [REDACTED]
Date: 2 February 2016 at 11:47
Subject: Data Sources
To: Matthew Oczkowski [REDACTED]
Cc: Sherra McGowan NRR [REDACTED]

Dear Matt,

Great night for your Cruz team in Iowa – congratulations!

My apologies for the delay getting back to you on the data we have been discussing – but attached please find a description of our movers, social media and “people and their work” data.

We have a number of ways we can apply this data with you – it’s just a matter of deciding what would benefit your data and clients the most. Beyond what is included in the attached – we continue to have very large scraping capabilities.

One thing that I think might be interesting for Cruz in the upcoming states is our poll watching app. In particular, the poll watching app can be used as a “whip” tool / i.e. means to count votes as people show up for caucuses in particular – and inform the rest of the Cruz data environment in real time. The concept of using it as a “whip” device was actually Wiley’s idea and we reconfigured that app to support it for Walker.

I am planning to come down the week of the 15th or 22nd – hope we can get together then.

Thanks,

Tom Boschwitz

BRIDGETREE

[REDACTED]

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www.bridgetree.com

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**Bridgetree Data
Source...7.docx**

Bridgetree is a data, analytics and applications company based in Fort Mill, SC. Our client base includes top brand companies in retailing, financial services, consumer products, entertainment and politics. Most of our work involves operationalizing data – meaning client data (from first and second party sources) is brought together, organized, improved and presented for day-to-day operations.

While Bridgetree does not generally originate data, we have built specialized datasets for clients. They are most frequently focused on reaching people at particular life stages or to enhance existing data by providing unique data components to better understand their customer.

For the purposes of Cambridge Analytica's political work, the following Bridgetree datasets provide unique perspective on voters – during key life stages (moving), social media interests (Facebook) and work life and academic background (Linkedin) and community involvement (chamber of commerce).

Here is an overview of each data type:

MOVER DATA OVERVIEW		
Description	Approximate Quantities	Cost Per Record
NAME AND HOME ADDRESS	400,000 Per Week	\$0.080 Base Record
OPTIONAL APPENDS	Fill Rate	
PROPERTY VALUE	80%	N/C
PREVIOUS ADDRESS <i>ENABLES DEMOGRAPHIC & POLITICAL HISTORY APPEND</i>	35%	\$0.0075
PHONE	N/A	
EMAIL	7%	\$0.06 Per Match
NAME BUT NO PHYSICAL ADDRESS, EMAIL OR PHONE	90 Million	\$0.0125 Per Base Record

FACEBOOK DATA OVERVIEW		
DESCRIPTION	QUANTITIES	COST PER RECORD
NAME AND HOME ADDRESS	7.7 Million	\$0.084 Base Record
PHONE NUMBER*	4.2 Million	\$0.025 Per Match
EMAIL*	2.1 Million	\$0.06 Per Match
NAME BUT NO PHYSICAL ADDRESS, EMAIL OR PHONE	90 Million	\$0.0125 Per Base Record
AVAILABLE FACEBOOK PROFILE ATTRIBUTES	<u>FILL RATES</u>	
LIKES	100%	Included with Base Record
GENDER	92.5%	
RELATIONSHIP STATUS	30.5%	
LOCATION	60%	
SCHOOL	8.9%	
POLITICAL VIEWS	0.7%	
RELIGIOUS AFFILIATION	1.1%	

LINKEDIN DATA OVERVIEW		
DESCRIPTION	APPROXIMATE QUANTITIES	COST PER RECORD
NAME AND HOME ADDRESS	8.4 Million	\$0.084 Base Record
PHONE NUMBER*	3.4 Million	\$0.025 Per Match
EMAIL*	1.7 Million	\$0.06 Per Match
NAME BUT NO PHYSICAL ADDRESS, EMAIL OR PHONE	43.1 million	\$0.0125 Per Base Record
<u>BUSINESS INFO</u>	<u>FILL RATE</u>	<u>FILL PERCENT</u>
JOB FUNCTION / TITLE	2,421,824	28.68
GROUPS & ASSOCIATION	1,938,177	22.95
INTERESTS	469,597	5.56
SKILLS / EXPERTISE	1,103,079	13.06
WEBSITES	1,057,938	12.53
CURRENT JOB	6,536,904	77.41
EDUCATION	3,800,185	45.00
INDUSTRY GROUP ⁵	8,368,100	99.10
PAST JOB	2,920,824	34.59
CURRENT COMPANY	5,951,329	70.48
PAST COMPANY	2,607,840	30.88
NUMBER OF CONNECTIONS	8,273,340	97.97
LK_RECOMMENDATION_CAT ⁵	875,808	10.37

CHAMBER OF COMMERCE MEMBERS		
DESCRIPTION	APPROXIMATE QUANTITIES	COST PER RECORD
NAME & WORK ADDRESS	403,768	\$0.126 Base Record
<u>BUSINESS INFO</u>	<u>FILL RATE</u>	
CHAMBER OF COMMERCE CHAPTER	100%	Included in Base Price
EMAIL	51%	
PHONE	98%	
CROSS MATCH WITH LINKEDIN DATA (I.E. HOME ADDRESS MATCH)	20%	

- All datasets are available immediately – and can be applied / formulated per each client’s need.
- The mover dataset is updated weekly – however the mover data’s ownership rests with the supplier not Bridgetree. Therefore, the way the data is applied (directly for marketing or as a means to update other data) will be the driver of final pricing.
- The social media and chamber databases are updated per client need on a general or very specific level. This data is aggregated and owned by Bridgetree.
- Data match / appends can occur at Bridgetree or Cambridge Analytica.


Thank you for this opportunity. We look forward to engaging with Cambridge Analytica and finding creative ways to work together in both the political and corporate realms. We look forward to any questions or feedback.

Tom Boschwitz

BRIDGETREE

[REDACTED]

[REDACTED]

From: Brittany Kaiser [REDACTED] 
Subject: Fwd: FW: Statement of innocence
Date: March 21, 2018 at 22:37
To: Brittany Kaiser [REDACTED] Brittany Kaiser [REDACTED]

BK

----- Forwarded message -----

From: Brittany Kaiser [REDACTED]
Date: 25 January 2016 at 02:14
Subject: Re: FW: Statement of innocence
To: Robert Murtfeldt [REDACTED]

Yes, once we have some NDAs signed with Portland, then we could perhaps discuss this if it needs to be discussed. For now, let's pursue the partnership on the basis that there may be new issues that arise in the future.

On 23 January 2016 at 10:12, Robert Murtfeldt [REDACTED] > wrote:

Dear Brittany,
See below. This is sensitive. I have not acted on this until now. But this is important reference if we want to make the internal case for Portland subject to their proposal being satisfactory and our partnership with Portland delivering business first.
Let me know your thoughts,
Robert

----- Forwarded message -----

From: Robert Vanisko [REDACTED]
Date: 19 January 2016 at 08:31
Subject: FW: Statement of innocence
To: Robert Murtfeldt [REDACTED] Harris Macleod [REDACTED]
Cc: CA [REDACTED]

Robert and Harris- Passing along the latest correspondence between CA and Facebook.

-Robert

From: Allison Hendrix [REDACTED]
Sent: Monday, January 18, 2016 6:56 PM
To: Alex Tayler [REDACTED]
Cc: Alexander Nix [REDACTED] CA [REDACTED]
Subject: Re: Statement of innocence

Thank you, Alex. I will let you know if we have any follow up questions, and please don't hesitate to reach out if you or your team have any questions on your end. Thanks again. -Ali

Sent from my iPhone

On Jan 18, 2016, at 4:06 AM, Alex Tayler [REDACTED] wrote:

Dear Allison

I can confirm that we have now deleted from our file-server the data we received from Dr Kogan in good faith that this resolves our obligation to Facebook. I also confirm that I have checked that the server contains no backups of that data.

Our having deleted the data and cooperated in this matter should not be construed as an admission of any kind of wrongdoing on our part.

Best wishes

Alex

On 12 January 2016 at 19:41, Allison Hendrix [REDACTED] wrote:

Hi Alex,

As a reminder, you received the data inappropriately and are obligated to delete it. You've indicated that you would like to maintain a positive relationship with us. Having one will require deletion of the data. In addition to deleting the data from the directory, can you check to see whether your server has any backups which also contain the data? While we don't anticipate further issues at this time, we reserve our rights and can make no guarantees.

Allison

From: Alex Tayler [REDACTED]
Sent: Wednesday, January 6, 2016 11:50 AM

To: Allison Hendrix [REDACTED] <[@fb.com](#)>

Cc: Alexander Nix [REDACTED]; [REDACTED]

Subject: Re: Statement of innocence

Dear Allison,

To be clear, we have not yet deleted the data we received from Dr Kogan, but will be happy to do so once Facebook confirms that this will resolve the matter. We are currently storing the data as csv files in an encrypted directory on our file server. When we delete the data we will simply `rm -rf` the directory.

Best wishes

Alex

On 5 January 2016 at 23:12, Allison Hendrix [REDACTED] <[fb.com](#)> wrote:

Alex,

Thank you for your timely and detailed response, and for agreeing to delete any and all data that was derived from the Facebook Platform. Can you let me know how you were storing the data and what you did to delete it?

Thanks again,

Allison

From: Alex Tayler [REDACTED]
Sent: Saturday, December 19, 2015 12:01 PM
To: Allison Hendrix [REDACTED] [fb.com](https://www.facebook.com)>
Cc: Alexander Nix [REDACTED]; [REDACTED]
Subject: Re: Statement of innocence

Dear Allison

There are several incorrect statements in your email. First and foremost, Cambridge Analytica has not transferred the data we received from Dr Kogan to Cruz for President, nor to any other party. The only data we share with our clients are lists of contact information, perhaps with a few tags attached, for target audiences we identify for them (e.g. likely donors, persuadable voters), and models that we have produced under their direction. Secondly, Cambridge Analytica did not fund the development of Dr. Kogan's app. We did not pay GSR for their time or technology, but rather paid the third party (e.g. survey vendor) costs for the surveys they ran. Please note that GSR was contractually obliged to us to carry out this research with the consent of the survey respondents and in line with the terms of service of their vendors.

Having made that clear, the model we received from Dr Kogan wasn't very accurate (in validation experiments we ran, we found his predictions only slightly better than random). For our goal of extrapolating personality scores across our whole database, his model was simply not accurate enough to use as a training set, or to apply it commercially in any other way. Nevertheless, we still considered the project a success in that it provided us with a proof of concept for the personality research we have since undertaken internally (which is in no way connected with Facebook). It is these data that we have collected independently of GSR about which we have built our current business offering. For this reason, and in the spirit of the good-faith relationship we would like to maintain with Facebook, we will comply with your request to delete all data we received from Dr Kogan.

Please let me know what else you require from us as soon as possible. It is a matter of urgency that we make it clear that Cambridge Analytica has not done anything wrong.

Thank you

Alex

On 18 December 2015 at 19:36, Allison Hendrix [REDACTED] wrote:

Alex,

Thank you again for taking the time to speak with me last week and providing additional information into Dr. Kogan's development of the GSR app which was funded by Cambridge Analytica (via SCL Elections). As discussed, we don't allow any information obtained from Facebook to be purchased or sold, and we have strict friend data policies that prohibit using friend data for any purpose other than improving a person's experience in your app. From our conversations, it is clear that these policies have been violated.

You have told us that you received personality score data from Dr. Kogan that was derived from Facebook data, and that those scores were assigned to individuals included in lists that you maintained. Because that data was improperly derived from data obtained from the Facebook Platform, and then transferred to Cambridge Analytica in violation of our terms, we need you to take any and all steps necessary to completely and thoroughly delete that information as well as any data derived from such data, and to provide us with confirmation of the same.

We need additional information to complete our review. As an initial matter, did you transfer any data you received from Dr. Kogan to any person or entity other than Ted Cruz's team? Have you made any other use of the data from Dr. Kogan? If there is

Cruz's team? Have you made any other use of the data from Dr. Hogan? If there is any additional information of which you think we should be aware, we thank you in advance for providing us with that information and for your help resolving these issues.

Please respond at your earliest opportunity confirming when you can complete the above request to delete all data (and any derivative data), and providing the additional information I've requested above. As mentioned above, our review is not complete; accordingly, we may have additional questions, requests, or requirements going forward, and this email should not be construed as a waiver of any of Facebook's rights.

Thank you,
Allison

Sent from my iPhone

On Dec 17, 2015, at 7:18 AM, Alex Tayler [REDACTED] wrote:

Dear Allison

I wanted to confirm that following your inquiry, that Facebook is satisfied that CA has not breached its terms of service or stolen data on non-consenting individuals. If you are satisfied this matter is resolved, would it please be possible for us to have a statement from Facebook to disseminate through our PR agency? We are still finding some articles repeating the initial false allegations made by the Guardian, and would like to be able to firmly refute them in order to prevent any further reputational damage to our company. Alternatively, if Facebook would like to issue a joint press release, we would welcome the opportunity to do so.

Best wishes

Alex

--

Dr Alex Tayler
Chief Data Officer

[REDACTED]
[REDACTED]

CA Cambridge Analytica

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

--

Dr Alex Tayler
Chief Data Officer

[REDACTED]
[REDACTED]

CA Cambridge Analytica

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

--

Dr Alex Tayler
Chief Data Officer

[REDACTED]
[REDACTED]

CA Cambridge Analytica

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

--

Dr Alex Tayler
Chief Data Officer

[REDACTED]
[REDACTED] —

CA Cambridge Analytica

[REDACTED]
[REDACTED]
[REDACTED]

[Redacted]
[Redacted] -

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[Redacted]
[Redacted]
[Redacted]
[Redacted]

CA Cambridge Analytica

[Redacted]
[Redacted]
[Redacted]
[Redacted]

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--

CA Cambridge Analytica

[Redacted]
[Redacted]
[Redacted]

[Redacted]
[Redacted]
[Redacted]

[Redacted]
[Redacted]
[Redacted]

<https://cambridgeanalytica.org>

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From: Alexander Nix [REDACTED]
Subject: Fwd: Meeting in London
Date: May 12, 2015 at 12:25
To: Brittany Kaiser [REDACTED]

AN

Begin forwarded message:

From: Vefa Veisalova [REDACTED]
To: Alexander Nix [REDACTED]
Cc: Sam Patten [REDACTED]
Subject: RE: Meeting in London
Date: 11 May 2015 23:16:40 GMT+8

Dear Alexander,

We would be pleased to meet you at our Paddington office at 3pm on the 19th of May. I hope the proposed time suits your schedule well.

I look forward to hearing from you.

Best regards,

Vefa Veisalova
Principal Consultant Communications
GSB COM
Statoil (U.K.) Limited

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

www.statoil.com

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-----Original Message-----

From: Alexander Nix [REDACTED]
Sent: 07 May 2015 18:58
To: Vefa Veisalova
Cc: Sam Patten
Subject: Meeting in London

Hi Vefa,

Thanks for the call.

We would be pleased for the opportunity to meet you and your colleagues and to present to you our company and operating methodology.

If convenient, I would prefer to meet on the 18th or 19th May. However, if you would like to meet sooner, my team will represent in my absence abroad.

Please let me know what dates work best for you and I will organise from our end

Best
Alexander

Alexander Nix
Director

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
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On 1 May 2015, at 06:27, Vefa Veisalova [REDACTED] > wrote:

Hi Alexander,

The week of the 18th works for me. We can discuss the details next week.

Have a nice weekend.

Best regards,

Vefa Veisalova
Principal Consultant Communications
GSB COM
Statoil (U.K.) Limited

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

London, W2 6BD www.statoil.com Please consider the environment before printing this e-mail.

-----Original Message-----

From: Alexander Nix [REDACTED]
Sent: 01 May 2015 11:18
To: Vefa Veisalova
Cc: Sam Patten
Subject: Re: Introduction

Hi Vefa

I am afraid I have two back to back trips planned for the next fortnight: how is the week of the 18th for you?
In the meantime I will definitely give you a call next week.

Best

Alexander

Alexander Nix
Director

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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On 1 May 2015, at 10:58, Vefa Veisalova [REDACTED] wrote:

Dear Alexander,

It is a pleasure to meet you. I am based in London and currently I have a free morning slot (9-10.30am) on the 7th of May . Alternatively, we could book any time on the 11th of May.

I am available on my mobile phone, should you wish to have a quick chat before we set up the meeting.

Best regards,

Vefa Veisalova
Principal Consultant Communications
GSB COM
Statoil (U.K.) Limited

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

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-----Original Message-----

From: Alexander Nix [REDACTED]
Sent: 01 May 2015 07:17
To: Sam Patten
Cc: Vefa Veisalova
Subject: Re: Introduction

Thanks for the introduction Sam.

Hi Vafa,

A very great pleasure to meet you.

I would welcome the opportunity to hear about your new position / role at Statoil and to tell you a little of what we are working on at SCL (www.sclgroup.cc) As Alex rightly said, my wife is Norwegian, so I am often in Oslo and will be spending some time in Norway on the coast over the summer - in case you are around.

In the meantime, please let me know when might be a good time to give you a call and what number is best to reach you on, and I will contact you.

Best
Alexander

Alexander Nix
Director

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

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On 30 Apr 2015, at 17:08, Sam Patten [REDACTED] wrote:

Vafa,

Hope this finds you well, still fond of the photo of you interviewing me at an OSCE Freedom of Expression conference in Tbilisi years ago. I'm writing today to congratulate you on your new position and introduce you to a friend who might be of service in some of your strategic outreach needs.

Alexander Nix, also on this note, heads a firm in London called SCL (Strategic Communications Laboratories). They have advanced their data analysis and communications capacity to the extent that they can target the right audiences with the right messages in support of your unit's needs. Yesterday I was taking some Ukrainian friends by the Republican National Committee and one of their lead data guys spoke glowingly about SCL and their capacities. They have a global reach, and do a good bit of corporate work. I believe Alexander's spouse is also Norwegian.

With that, I hope the two of you might be in contact. Vafa, I'd be pleased to see you when next in London.

Very best,

Sam

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Thank you

From: [REDACTED]
Subject: [Update] SCL/ CA Global Saleschimp
Date: February 15, 2017 at 09:07
To: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



Dear all,

Due to Mark/ Pere/ Alex not being available for today's call, today's saleschimp has been postponed (TBC date/time).

Just a quick update on new commercial leads to discuss:

Iberostar (Germany, France, Spain & UK):

- Marketing budget: 9m (2017); 10m (2018)
- Looking for data partner and looking to finalise 2 year budget
- Next step: to send data audit proposal (Thursday) & follow up call (Friday)

ATON (Russia):

- Oldest Russian investment bank
- Looking for data partner
- Next step: follow up this week with PWB & data scientist Oleg

Scentre Group/ Westfield (Australia):

- 5th largest company in Australia (500m; according to market cap)
- Operating 35 shopping malls in Australia
- Next step: to get high-level business challenges & goals brief from them

Rooftop Film Club (UK & US):

- Launching comms campaign in April
- Would like to develop their brand in UK & US
- Need a full sales pitch
- Next step: CEO to come into our office

LateRooms (UK):

- AT to send summary of key take outs on how to reposition the brand
- Looking to rebrand
- Next step: AT to send summary of key take outs on how to reposition the brand

Bestway (UK)

- MT/LH/NF/MS to have meeting with Bestway's CMO, Dawood Pervez

If there is anything else you'd like to discuss, please let me know.

Thanks,

Tee

SCL/ CA Global Saleschimp



Verbal Agreement:

Standard Bank (South Africa/ Kenya) - PH to send list of required data

Finance Fox - (Switzerland) - AW

NMSI (Zambia - Social)*- TAA & Web Development - keep on Nick Oliver

Slovakia (Strategy - Political)* - PWB - statement of work

COMMERCIAL

Feedback Stage:

Deutsche Telecom (Germany) - T to follow up

El Palacio de Hierro (Mexico) - end of Jan feedback

Tosco (UK) - submitted in Nov - AT follow up

rescos (UK) - submitted in Nov - AT follow up
Healthspan (UK) - postponed until Feb
UMB (Ghana) - submitted in Dec - T follow up
Aqua Carpatica (US) - submitted in Dec - Mr Valvis to come to London 26/27th Jan
Eviivo (UK) - submitted proposal in Dec
Bench (Germany) - submitted in WK1 Jan - BK/ AT to give feedback
Cadabam's Group (India) - waiting for feedback
Lakeland (UK) - Submitted proposal; follow up call this week
FxPro (UK) (Follow-Up) - Pippa sent proposal (AT to follow up)
Just Eat (UK) - submitted
University of Sheffield* - digital marketing - submitted
Lekki Grand Lakes Development (Nigeria) - submitted in WK3 Jan
Firearms United (Europe)* - digital marketing proposal; proposal sent
AA Insurance (UK) - sent - TE to follow up
Hussel (Germany) - sent - requested more detailed Digital breakdown (Molly working on)
Phenomen Films (US)* - submitted - TE to follow
Emma (Germany) - sent - TE to follow
Alan Yau (UK) - feedback received - LK to revert

Commercial Proposals to Submit:

Bestway (UK) - AT to review
SNCF (France/ Europe)* - proposal (data exploratory & case studies); submit concept note before 22/23rd Feb
Amaya Inc/ PokerStars (International)* - NDA signed - PWB to put together proposal this week -KK to check on NDA status
Playtika (International)* - NDA signed; T/ PH/ PWB to prepare - Proposal to be sent
Philip Morris International (International) -

New Campaigns to Discuss: TO DISCUSS w/ TE

Ayrlabs (UK)* - digital marketing - promotional
A&D Pharma (Romania)* - TAA & digital marketing - IOD to check for NDA - waiting for study from client and MT to write up brief. Check correspondence between TE after meeting. - Data person & Field person to go out. PWB to send costed proposal.

Opportunities to follow-up:

Coke (UK)* - NDA signed; looking to do a research audit in end Jan - data audit - Check with LH
P&G* - T/ PH/ LH to follow up

SOCIAL

Social Feedback Stage:

Southern Rail (UK)* - still "delayed"; MT to follow up with client

Social Proposals to Submit:

Great Campaign (UK)* - PR

POLITICAL

Political Proposal Feedback stage:

Verbal agreement:

Malaysia (42/87/168 TAA) - MT to go to KL (13th Feb)
Malaysia (MACC) - MT to go to KL (13th Feb)
Malaysia PM Reputation - MT to go to KL (13th Feb)
Zambia (Image Building)* - MT to speak with President's office

Feedback Stage:

Argentina (PRO) - Pere to follow up with Fede /BK
Argentina - IOD to chase Marc Patsv

Mexico (PRI - TAA) - deadline Fri 3rd
Mexico (x4 state elections - TAA) - deadline Fri 3rd - check with AN
Colombia (Presidential Elections 2018) - submitted 20th Jan - check with AN
Catalunya Independence Movement (Referendum) - submitted 20th Jan - check with AN
Cyprus Presidential Elections 2018 - submitted proposal, potential meeting with MT this week - IOD
check on status of NDA
Senegal (TAA) - TG/LH/MT to revise and submit - check with TE

New Political Proposals:

Ukraine (Presidential Elections 2019)* - IOD/ AW writing - wait to hear re Delegation to DC
Norwegian Conservative Party, Høyre (Parliamentary Election, Sept 2017)* - to receive brief and us to craft indicative approach and budget; send by next week
Romania (TAA; 2019 Presidential)* - maintain power (AW) - AW waiting to hear from PI
Australian PM Malcolm Turnbull (Digital Operations)* - digital execution, voter file analytics
Romania USR (FoA) - MT to discuss with PI before proceeding
Mongolian Presidential Elections (TAA) - digital & focus on UB - JH
Mexico (digital)* - Margarita Zavala - AN in Mexico on Fri/Sat
Canada (digital)* - Kellie Leitch - BK to update us

New Opportunities:

Temasek (French/ Dutch Elections polling)* - send case study and possible offering; LH/AT to report back
Italian Elections (Legislative Elections, June 2017)* - NDA submitted, KK to hear back re compliance law
Turkey Referendum* - MT/JW possibly to visit end of Feb
India (Presidential 2019)* - waiting to hear
GIC (European elections)* - Not likely - TE to follow up end of Feb, possibly send over methodology brief re polling in Europe
Brazil (Data dashboard) - KK spoke with Andre. KK to meet with AN/AT to scope out data possibilities. Concept Note by 10th Feb

Live Client: Kenya, CS Global Partners, UEFA

Additional proposals may be required - will be added accordingly to agenda with "**new"

When Wed Feb 15, 2017 2pm – 2:30pm London

Where North America ([map](#))

Who



• [REDACTED]
[REDACTED]
[REDACTED]

Re: Fwd: CA Database tool for trial

From: Jack Gillett CA [REDACTED]
To: Brittany Kaiser [REDACTED], Jack Gillett <[REDACTED]>, Alex Tayler [REDACTED], Alexander Nix <[REDACTED]>
Date: Fri, 21 Aug 2015 12:55:37 +0000

Yup of course. Connecticut will be demo-ed. Have they used it so far?

On 21/08/2015 13:49, Brittany Kaiser wrote:

Hi guys,

As we discussed before, Pere is away so we need someone to walk Mike and Matt through the platform.

Jack, can you take the lead with Alex (and Alexander if he is available) to run the webinar? I set up a GoToMeeting you should be able to run from your computer. I will join the call from the airport.

Please confirm that you guys are all good to do the demo and thanks!

B

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]
CA Cambridge Analytica
[REDACTED]

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Begin forwarded message:

From: Matt Proud [REDACTED]
Subject: Re: CA Database tool for trial
Date: 21 August 2015 13:41:38 BST
To: Brittany Kaiser [REDACTED]

Great, I'll talk to you all then.

Thanks!

- Matt

Matt Proud
[REDACTED]

On Fri, Aug 21, 2015 at 7:53 AM, Brittany Kaiser [REDACTED] wrote:

Dear Mike and Matt,

We look forward to taking you through our platform today at 10:30 EST. To log into the webinar please use the following details:

Ripon Demo

Fri, Aug 21, 2015

10:30 AM - 11:30 AM EST

3:30 PM - 4:30 PM BST

Please join my meeting from your computer, tablet or smartphone.

• You can also dial in using your phone

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

CA Cambridge Analytica

www.cambridgeanalytica.org

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On 17 Aug 2015, at 17:28, Peregrine Willoughby-Brown wrote:

Hi Matt

I've created you a new account under your name, and you should receive an invitation to set up your account in the next few minutes. You'll need your username, which is **mproud**, and your date of birth, which I've put in as 01/01/2000

Feel free to give me a call if you have any problems.

Regards,

Pere

From: Matt Proud
Sent: Monday, August 17, 2015 5:15 PM
To: Mike Leavitt
Cc: Brittany Kaiser; Alex Tayler; Alexander Nix; Peregrine Willoughby-Brown
Subject: Re: CA Database tool for trial

That time works for me. Is there any way you can send me the credentials for the trial account as well?

Thanks!

- Matt

Matt Proud

On Mon, Aug 17, 2015 at 11:47 AM, Mike Leavitt wrote:

I did not see his email. Can he please resend. Did he also send to Matt Proud?

I have cc'd him on this email.

I could do something Friday morning around 10:30 EST. Matt - would this time work for you?

Mike

Michael Leavitt
Maverick Strategies

On Aug 17, 2015, at 11:19 AM, Brittany Kaiser [REDACTED] wrote:

Good day Mike,

Just a quick follow up to Pere's email of last week to see if you are available in the next few days to do a walk-through of the Ripon platform with us.

Also if you have a list of target states, we would be more than happy to price those for you and turn them around next day (or same-day if possible).

Please advise and we look forward to speaking with you all soon.

Kind regards,

Brittany

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

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Please consider the environment before printing this e-mail

On 13 Aug 2015, at 17:46, Peregrine Willoughby-Brown [REDACTED] wrote:

Good afternoon Mike

Thanks again for taking the time to speak with my colleagues and I last week regarding our data offering and our online database tool.

As discussed, we have developed a trial version of the platform that you can try out to test the functionality. We've loaded it with data from Connecticut, and you'll be able to query the database, pull down CSV lists and view the data in visual form. You should receive a message from the system within a half hour of this email, inviting you to set up your profile.

The username I have created for you is [REDACTED] and your date of birth (which we use to authenticate accounts) has been entered as [REDACTED]. The link you receive to set up your account should be valid for 72 hours, but if you haven't had time to log in during that time just shoot me an email and I'll send a new link.

We'd very much like to talk you through the platform when you and your colleagues have a few minutes, so let me know when you think you might be free over the next few days.

When we spoke last week you also mentioned that you might soon have an idea of a few states that might be of interest, and I'd be happy to prepare some costing options if you have a list of the states you'd be looking at.

All the best and look forward to speaking further,

Pere WB

Subject: FW: DATA QUESTIONS: ATTORNEY WORK PRODUCT AND ATTORNEY CLIENT PRIVILEGED COMMUNICATION

From: "Levy, Larry" [REDACTED]

Date: Mon, 24 Aug [REDACTED]

To: Alexander Nix [REDACTED]

Kyriakos Klo [REDACTED],

Alex Tayler [REDACTED]

Brittany Kais [REDACTED]

Good day,

Please see below, who should I discuss these questions with, and when. We may need to arrange a conference call with Kellyanne, but in the first instance I need answers to the below questions in order to finally get this resolved.

We need to better understand the cost factors, certainly the 15% management fee on all gross advertisement expenditures is a matter I've previously raised, and the costs of the set-ups etc. in the fee structure need to be better explained.

Kellyanne has also asked about recourse for non-performance by CA in terms of delivering good lists, developing supporters, etc.

I can schedule a call for tomorrow morning if that works, or am happy to review an email response first and then see if we need to talk further.

Thanks for your assistance, this has been an exercise in pushing the rock up a steep hill, but we are close to the summit.

Larry

From: Levy, Larry

Sent: Monday, Aug [REDACTED]

To: Alexander Nix [REDACTED]

Subject: FW: DATA [REDACTED]

COMMUNICATION [REDACTED]

Sabhita Raju [REDACTED]

ATTORNEY WORK PRODUCT AND ATTORNEY CLIENT PRIVILEGED

Alex,

Trying to get this contract done, need to get answers to the below questions. The other lawyer has also raised an issue about the 15% management fee, as did I, awaiting his written comments.

Larry

LARRY LEVY

[REDACTED]

[REDACTED]

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From: Kellyanne Conway [REDACTED]
Sent: [REDACTED]
To: [REDACTED]
Cc: [REDACTED]
Subject: DATA QUESTIONS RE: [REDACTED] RK PRODUCT AND ATTORNEY CLIENT PRIVILEGED COMMUNICATION

Hi Kyriakos –

I am President of Keep the Promise I, and look forward to working with you and your colleagues at CA.

As the lawyers complete the paperwork, and the data hygienists complete their work on your data files, I wanted to ask a couple of questions:

- Do you know who our "tech team" will be? I've really only heard from the sales force. I'd like to get acquainted with them ASAP. We recently had an all-hands call among vendors and senior team and due to the current legal process, CA was missing. We'd like to connect and get everyone working together as soon as possible. Several of our team members (including me) have worked with CA previously.
- Does CA already own the GOP Iowa Caucus attendee list that includes actual caucus attendees going back many cycles? Is this part of the data hygiene and list-building effort?
- Will the "clean" data profiles include registered Republican and Libertarian/third party/unaffiliated/no party voters?

As we think about our broader strategies for the mail/phones/digital efforts, these answers are central.

Thank you.

Kellyanne Conway

RNC

From: Matthew Hunter [REDACTED]
To: Brittany Kaise [REDACTED] Alexander Nix
Date: Tue, 01 Sep 2015 19:54:31 +0000

Would you want a meeting with the RNC? I am specifically thinking of a meeting with Sean Spicer, he is the Chief Strategist.

<https://www.gop.com/author/sean-spicer>

Let me know what you think and if there is any history with CA and the RNC here that I should be aware of, thanks,

Matthew

Re: Trump Contract

From: Alexander Nix [REDACTED]
To: Steve Bannon [REDACTED]
Cc: Brittany Kaiser <[REDACTED]> "Levy, Larry" [REDACTED]
Sabhita Raju [REDACTED] AB Tayler [REDACTED]
Julian [REDACTED] >, Robert Murtfeld [REDACTED]
[REDACTED]
Date: Sat, 12 Sep 2015 21:29:15 +0000

Maybe Robert could also review please.

Sent from my iPhone

On 12 Sep 2015, at 22:28, Alexander Nix [REDACTED] wrote:

We have a draft of the original contract: it just needs the terms updating to reflect the new agreement.

However, given the importance, I think this needs Larry's professional input....

Brittany, by all means have a first pass, and then please send to Larry

Sent from my iPhone

On 12 Sep 2015, at 22:19, Steve Bannon [REDACTED] wrote:

Would like to get to the client NLT 9 am EDT

On Sep 12, 2015, at 5:17 PM, "Brittany Kaiser" [REDACTED] > wrote:

Do you need me to begin the contract tomorrow? Happy to do it if anyone wants to give me guidance, but I think I could produce a useful first draft to be ready for Monday morning editing.

Sent from my iPhone

On 12 Sep 2015, at 19:51, Alexander Nix [REDACTED] wrote:

Dear Larry

Today we reached agreement on terms for moving forward with a pilot programme for the Trump Campaign, as follows:

- 60 day minimum trial period
- CA to meet all data analytics, modelling, psychographics, creative, and media management costs etc
- CA to commit \$250k-\$500k for media placement (digital/mail/telephone etc) amount to be confirmed
- CA receives \$1 per supporter we register (min: name, address and email)
- CA to receive 100% of donations until we are 'made whole' (media placement fee only) and then we split the 'profits' 85/15
- If CA are not made whole within 180 days the campaign commits to meet the balance of costs incurred
- AIQ to be CA's prime sub-contractor on this contract

You will note that:

- (1) It is a trial for 60 days only (but I think that it should auto renew on the same terms, until Nov 2016, unless the client terminates in writing)
- (2) CA are providing all the financing for the media spend
- (3) The fees for registering supporters have increased from \$0.62 to \$1 per name, however, the digital production and reporting fees are to be absorbed by CA (Appendix B)
- (4) Trump Campaign has agreed to your advice about underwriting the balance of costs if we are not made whole after 180 days (I added the 180 days, so if you do not think this time frame is not appropriate please amend)
- (5) The Trump Campaign has additionally agreed to:
 - Expand the targeted geographic region so that the campaign is National and not limit to IA, NH, NV and SC (Appendix A)
 - Creative control and flexibility on messaging and creative with final approval from client.
 - Tracking integration into Trump cart and "thank you page"
 - Exclusivity on the broad match search term "Donald Trump"
- Existing donor and supporter lists (name, address, e-mail, mobile, and home numbers)
- Administrative privileges for Facebook marketing
- Tracking implementation on web properties and donation cart check-out

Attached is the draft of the original contract that you prepared for us (I have amended the branding and formatting to reflect AIQ/CA)

(1) Please can you update this to reflect the new contractual terms above

I have also attached the Prime Sub-contractors agreement that you drafted as between CA and AIQ, who will be taking the lead on this contract on behalf of CA.

(1) Please can you confirm that this agreement is OK to be signed / and or amend and resend

(2) Are there any other agreements that we will need to enter into with AIQ to protect our Client and our IP etc

I appreciate that it is the weekend, so if you cannot look at this today/tomorrow, I wonder if you might be able to action first thing on Monday as the Trump Campaign have made it clear that they want to start ASAP and after 4 months of negotiation I don't want to lose this!!!

Thanks Larry
A

<DM-#4965604-v1-AIQ_Cambridge_Trump_contract ANv.2.docx>

<DM-#4965706-v2-Clean_draft_CA_nda_3rd_party.doc>

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Cc: Brittany Kaiser <[REDACTED]> "Levy, Larry" [REDACTED]
Sabhita Raju [REDACTED] AB Tayler [REDACTED]
Julian [REDACTED] >, Robert Murtfeld [REDACTED]
[REDACTED]
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<DM-#4965604-v1-AIQ_Cambridge_Trump_contract ANv.2.docx>

<DM-#4965706-v2-Clean_draft_CA_nda_3rd_party.doc>

Subject: Re:
From: Alexander Nix [REDACTED]
Date: Tue, 22 Sep
To: Steve Bannon [REDACTED]
Cc: Brittany Kais [REDACTED],
Sabhita Raju [REDACTED],
Alex Tayler [REDACTED]

Please ask Jon Khan to give us first attempt to recruit – some of these guys we have been speaking to since mid 2014

We have already made it clear that we want to hire them, the question is what price, and what other offers they receive....

We are interested in:

Matt Oczkowski – Growth Hacker (Walker's Digital Director, MIT guy, one of the best. Period)

Mark Stephenson – PhD Data Scientist, Former Cardinal Insights and worked on Joni Ernst Campaign

Molly Schweickert – Ad Ops / List Building (former ad person at Targeted Victory)

Apparently there is a junior data scientist on the team as well – but we have not met him.

A

On 21 Sep 2015, at 20:46, Steve Bannon [REDACTED] wrote:

???

From: jkahn@ [REDACTED]
Sent: Monday,
To: Steve Bannon
Subject: Re:

These are the people from Walker....we should start building an army of tech

These 3 are supposedly amazing according to Manship

Matt Oczkowski – Growth Hacker (Walker's Digital Director, MIT guy, one of the best. Period)

Molly Schweickert – Ad Ops / List Building (former ad person at Targeted Victory)

Justin LoFranco – Social Media Director (former creative director at RNC)

-----Original Message

From: "Steve Bannon" [REDACTED]
Sent: Monday,
To: "Jon Kahn" [REDACTED]
Subject: Re:

SKB--'the cooler'

From: [REDACTED]

Sent: M

To: Steve Bannon

Subject:

Walker leaving race

FW: CA Proposal

From: Julian Wheatland [REDACTED]
To: Brittany Kaiser <b [REDACTED]>; Joshua Coe [REDACTED];
David Wilkinson [REDACTED]; Jordanna Zetter [REDACTED];
Pere W. Brown [REDACTED]
Cc: Alexander Ashburner Nix [REDACTED]; Sabhita Raju [REDACTED];
Alex Tayler [REDACTED]
Date: Tue, 03 Nov 2015 10:11:57 +0000

Leave.EU Project Approved. Let's start work!

Pere, can you prepare a contract please?

Julian

From: Arron Banks [REDACTED]
Sent: 03 November 2015 09:47
To: Julian Wheatland [REDACTED]
Cc: Andy Wigmore [REDACTED]
Subject: Re: CA Proposal

Julian

That's fine please proceed -I'm back in the office tomorrow and will discuss with you .

Can you give Andy a short bio because we are busy doing invitations .

Arron

Sent from my iPhone

On 2 Nov 2015, at 17:33, Julian Wheatland [REDACTED] wrote:

Dear Arron/Andy

Please find attached our proposal for Phase 1 support to the Leave.EU campaign, for immediate mobilisation to conduct a short programme of data analytics and creative support, designed to showcase intellectual capability and a data driven approach to campaigning at presentations on 17th/18th November.

As the timescales for this are unquestionably short, we are already mobilising and will meet with members of the UKIP data team tomorrow to understand and share available data and prepare to start analysis. With that in mind, your early confirmation of acceptance of the proposal would be appreciated and we can prepare formal contracts in parallel with commencing work.

Please don't hesitate to shout if you have any questions or queries and we remain at your disposal.

Kind regards
Julian

Julian Wheatland
Operations Director and CFO

[REDACTED]

CA Cambridge Analytica

[REDACTED]

From: Brittany Kaiser [REDACTED]
Sent: 30 October 2015 20:24
To: Andy Wigmore [REDACTED]
Cc: Arron Banks [REDACTED] Julian Wheatland
[REDACTED] Josh Coe [REDACTED] Alexander
Nix [REDACTED] Jordanna Zetter [REDACTED]
<[REDACTED]> [REDACTED] Steve Bannon
[REDACTED] Peregrine Willoughby-Brown [REDACTED]
Subject: Re: events

Dear all,

Thank you for your collaboration this week as we pull together all of the requirements to outline how we will work together over the coming months.

The full proposal is nearly complete and should be with you all tomorrow, or Monday at the latest.

Two members of your data team will be at our offices for an exchange session on Tuesday, and we are very much looking forward to working with you all.

With kindest regards,

Brittany and the CA Team

Sent from my iPhone

On 27 Oct 2015, at 18:40, Brittany Kaiser [REDACTED] wrote:

Dear all,

As a brief update on our meeting with Matt this afternoon, I respond in line with my previous action points:

1. I have briefed our data team on the insurance project, so we are ready to take a conference call with Liz, or a face to face meeting, to discuss this proposal at her convenience.
2. Matt is looking into arranging for the head of data from the party to come see us at our offices this week for us to review the granularity and state of the available data. This will inform our initial data hygiene and analysis part of the proposal

(Phase 1) to develop some strategies to support the presentations on November 17, 18.

3. We will complete our full proposal (inclusive of all components) for your team once we have analysed the party data, as much of the timeline, requirements and budget will be based around this. We hope to have this accurately completed by the end of this week.

In the meantime, please direct any questions you have to me and I will make sure we take care of any items that may be outstanding.

With my best wishes,

Brittany

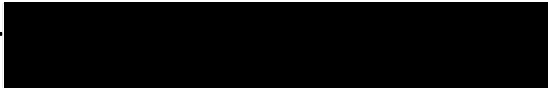
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Brittany Kaiser, PhD Candidate, MPhil, LL.M, MA Hons
Director of Program Development



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Please consider the environment before printing this e-mail

On 26 Oct 2015, at 10:32, Brittany Kaiser  wrote:

Dear Andy and Arron,

Thank you for the prompt follow up. Firstly, it was such a pleasure to meet your team on Friday and explore how we can support the exciting work you are doing. I copy here my other colleagues whom you met on Friday, as well as our CEO so that he is in the loop.

I respond in line to Arron's queries below:

1) By copy of this email I ask Liz if she is available to have a call with our data team early this week? There are many applications of our methodology for customer acquisition in the insurance field, and there are a variety of results we could produce here depending on the richness of your house file data.

2) Josh copied here looks forward to visiting your team this week in order to review some of the current political data so that we can begin to profile a typical supporter of your campaign and gain better insight into our target audiences. In regard to the presentations on the 17th and 18th of November, I agree that having some of our team co-present some of our initial analysis, results and data-driven methodology for going forward would be extremely persuasive. Please advise on any further thoughts and we will reserve the dates in our diary accordingly.

3) We are completing a proposal for your team by COP tomorrow which will include our discussed targeted campaigns, inclusive of our voter registration pilot, Target Audience Analysis, digital outreach, targeting businesses for support and US-based fundraising strategies.

Looking forward to connecting with Liz, as well as receiving your feedback on the document we will circulate tomorrow for review. Do not hesitate to get in touch in the meantime if your team has any questions we can assist with.

With kindest regards,

Brittany

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development<

<EU_Referendum_Proposal_Final.pdf>

IMPORTANT READ THIS - Leave.EU Update and Arrangements

From: Julian Wheatland [REDACTED]
To: Brittany Kaiser [REDACTED] Pere W. Brown
[REDACTED] David Wilkinson [REDACTED] Jordanna Zetter
Cc: Alexander Ashburner Nix [REDACTED]
Date: Tue, 10 Nov 2015 22:03:22 +0000

All

I had a call with Andy Wigmore today (Arron's right hand man) and he confirmed that, even though we haven't got the contract with the Leave written up, it's all under control and it will happen just as soon as Matthew Richardson has finished working out the correct contract structure between UKIP, CA and Leave.

Preparations for Brittany's presentation next Wednesday (18th) are well underway:

- The presentation will be at the House of Lords at 11:00am
- It will be televised and SKY will be running some live coverage
- There has been huge press interest in the presentation and press are very curious about the scientific techniques of CA
- There will be around 150 people in the audience (50-60 of whom will be press)
- Afterwards there will be press interviews by request (maybe interviews with Brittany)

The dinner will take place at 5 Hertford Street the following evening, Thursday (19th). Attendees will include:

- Nigel Farage
- Simon Heffer
- Barclay Brothers
- Et Al

David – do you have some insights from the UKIP data that you can start to share? When are we getting the rest of the data?

Pere – I will be on a plane during the House of Lords presentation, so please can you plan to attend with Brittany (and possibly also Jordanna). We are not yet sure who/how many will be required on Thursday evening. We need to start preparing Brittany's presentation, which will involve working with some of the insights David has been able to glean from the UKIP membership data. Can you take the lead on this please and coordinate a call with Brittany and David tomorrow?

Jordanna – Brittany needs a brief on how to field a variety of questions about CA and our methodology, but also SCL, Rest of the World, SCL Defence etc... Can you please work with Harris, and get input from Alexander, and produce some 'line to take' notes?

Thanks
Julian

Fwd: Re: Counsel's Advice - Processing UKIP Data and General Advice

From: David Wilkinson [REDACTED]
To: Brittany Kaiser <[REDACTED]>
Date: Fri, 20 Nov 2015 16:05:11 +0000
Attachments: smime.p7s (5.14 kB)

----- Forwarded message -----

From: "Matthew Richardson" [REDACTED]
Date: 20 Nov 2015 11:06 a.m.
Subject: Re: Counsel's Advice - Processing UKIP Data and General Advice
To: "Julian Wheatland" [REDACTED]
Cc: "David Wilkinson" <[REDACTED]>

Julian,

I have spoken to Philip about this and there is some confusion at our end about where this data is coming from and going to.

Our advice was based on the following premises:

- CA receives Personal Data from UKIP
- CA combines that Data with other legitimate sources and processes it
- CA produces a series of models of likely supporters and profile of ideal messaging for each which contains no Personal Data("the Analysed Dataset")
- CA returns that Analysed Data to UKIP
- As the Analysed Dataset contains no personal data UKIP are free to give that Analysed Dataset to anyone else to do with what they wish. UKIP will give the Analysed Dataset to Leave.EU

Could you please confirm that the above is correct?

Do I also understand correctly that CA then intend to use the Analysed Dataset and overlay it on Leave.EU's legitimately acquired data to infer (interpolate) profiles for each of their supporters so as to better control the messaging that leave.eu sends out to those supporters?

Is it also correct that CA then intend to use the Analysed Dataset and overlay it on publicly available data to infer (interpolate) which members of the public are most likely to become Leave.EU supporters and what messages would encourage them to do so?

If these understandings are not correct please let me know and I will give you a call to discuss this.

Many thanks,

Matthew

From: Julian Wheatland [REDACTED]
Date: Friday, 20 November 2015 00:08
To: Matthew Richardson [REDACTED]
Cc: 'David Wilkinson' [REDACTED]
Subject: FW: Counsel's Advice - Processing UKIP Data and General Advice

Matthew

—

Can you comment on David's concern?

-

Kind regards

Julian

-

From: David Wilkinson [REDACTED]

Sent: 19 November 2015 23:03

To: Julian Wheatland [REDACTED]

Cc: [REDACTED] Jordanna Zetter [REDACTED] Alexander Ashburner Nix [REDACTED]

Alex Tayler [REDACTED] Pere W. Brown [REDACTED]

Sabhita Raju [REDACTED] Brittany Kaiser [REDACTED]

Subject: Re: Counsel's Advice - Processing UKIP Data and General Advice

-

Hi Julian, thanks for this.

I have some concerns about what this document says is our "output" - points 22 to 24. Whilst it includes what we have already done on their data (clustering and initial profiling of their members, and providing this to them as summary information), it does not say anything about using the models of the clusters that we create to extrapolate to new individuals and infer their profile. In fact it says that our output does not identify individuals. Thus it says nothing about our microtargeting approach typical in the US, which I believe was something that we wanted to do with leave eu data to identify how each their supporters should be contacted according to their inferred profile.

For example, we wouldn't be able to show which members are likely to belong to group A and thus should be messaged in this particular way - as the identification of these people would constitute personal data. We could only say "group A typically looks like this summary profile".

Brittany and I are going to Leave.EU HQ tomorrow (Friday) and thus it would be really useful to have this clarified early on tomorrow, because I was under the impression it would be a large part of our product offering to our UK clients.

Many thanks,
David

On 19 Nov 2015 8:41 p.m., "Julian Wheatland" [REDACTED] wrote:

All

-

Please find attached the written advice from Queen's Counsel on the question of how we can legally process data in the UK, specifically UKIP's data for Leave.eu and also more generally.

-

Julian

Re: Call when you can

From: Al Han [REDACTED]
To: Brittany Kaiser [REDACTED]
Cc: Amanpreet Mann [REDACTED]
Date: Mon, 21 Mar 2016 18:49:51 +0000

Brittany

I'm leaving office for DCA now. I know you are swamped, *so ONLY if possible*, may I suggest you call Mei Mei, to answer questions to we can begin work.

Thanks; will check messages later.

Al

On 21 March 2016 at 11:43, Mei Mei Huff [REDACTED] wrote:

Brittany,

Another important clarification needed. The following is your propose timeline:

- a. Phase A: Week 1 – Week 2
- b. Phase B: Week 2 – Week 4
- c. Phase C: Week 4 – Week 8

The problem is we don't have 8 weeks to get your final product in Phase C, to do our mail or other programs. Since the scope of work has been reduced, how long would it take you to give our campaign the products in Phase C for us to run our programs?

Thank you,
Mei Mei Huff
[REDACTED]

-----Original Message-----

From: Brittany Kaiser [REDACTED]
To: Mei Mei Huff [REDACTED]
Cc: Al Han [REDACTED]
Sent: Mon, Mar 21, 2016 11:12 am
Subject: Re: Call when you can

Dear Mei Mei,

Not a problem, I aim to answer questions as quickly as I can between meetings (sorry for a slight delay on this one).

As for the data files we provide, they will all have correct mailing addresses.

The emails we have however are used to be onboarded for digital marketing campaigns. Since the laws dictate that campaigns cannot send unsolicited emails, we need to match the individuals and their emails to online profiles to serve them digital ads. Once they sign up to support Bob, then we can email them accordingly, but the most important thing to do is to drive them to become supporters and pledge their support by opt-ing in.

We can either work with your digital partner to execute this effectively or we can run this ourselves, as outlined in the proposal, which is a 13% management fee on the digital media spend, plus 2% extra if

we are doing the creative.

With my best,

Brittany

On 21 March 2016 at 16:00, Mei Mei Huff [REDACTED] wrote:

Thank you Brittany for your quick response. In the data files you provide, would it include mailing and email addresses?

Mei Mei Huff
[REDACTED]

-----Original Message-----

From: Brittany Kaiser [REDACTED]

To: Mei Mei Huff [REDACTED]

Cc: Al Han [REDACTED]

Sent: Mon, Mar 21, 2016 8:50 am

Subject: Re: Call when you can

Good day Mei Mei,

Lovely to hear from you. The 300,000 individuals would be a final product, after the matching process and modelling. These would be the "cream of the crop" so to say, of high-turnout Republicans modelled to support Bob.

Once this universe is matched and modelled, we would identify the most persuadable audience and license the top tier to you for outreach. You would have access to their psychographics (with messaging guidance), as well as other models such as which issues they care about, their turnout and partisanship scores.

Additionally, we can assist you with the digital campaign if your fundraising allows, though you do not need to commit to this straightaway until you are comfortable with a further budget.

Do not hesitate to get back in touch. We are looking forward to supporting your good work and propelling Bob's campaign forward.

With my best wishes,

Brittany

On 21 March 2016 at 15:44, Mei Mei Huff [REDACTED] wrote:

Good morning Brittany & Al. Thank you for your patience in working with me. I have another question regarding the 300,000 universe -- Is the 300,000 voters database defined as the final product of 300,000 likely voters for Bob that we can use for our outreach programs or 300,000 raw data from PDI that Cambridge will use as the base to which you will apply your matching process?

Thank you,
Mei Mei Huff
[REDACTED]

-----Original Message-----

From: Brittany Kaiser [REDACTED]

To: Mei Mei Huff [REDACTED]

Cc: Al Han [REDACTED]

Sent: Fri, Mar 18, 2016 11:49 am

Subject: Re: Call when you can

Thanks Mei Mei,

Just as a note, if you need all of the data analytics work, clustering, psychographic messaging, and data licensing (contact lists with relevant data points and models, etc) to fit into 20K, we can do it, just for a smaller target audience. Narrowing it down to around 300K targets or slightly more.

Any expenditure past that would be depending on how much you would want to spend on a digital campaign, which we would strongly suggest to secure Bob's support base with the below 50's age group down to first time voters.

Looking forward to working with you both!

With kindest regards,

Brittany

On 18 March 2016 at 14:15, Mei Mei Huff [REDACTED] wrote:

Sorry to miss your call, Al. I need to change my message; I am in town. I am staffing Bob to various meetings today. We are at LA Times; Bob is in an endorsement interview now. We have several back to back meetings. I will call you when I can. Thank you for following up.

Mei Mei Huff
[REDACTED]

Sent from my iPad

On Mar 18, 2016, at 8:01 AM, Al Han [REDACTED] wrote:

Good Morning Mei Mei

Just called your office and heard your outgoing message; you're out of town.

Please call me at your convenience to clarify a few points from the proposal. This will include the modeling, personality clusters, and voter files.

We want to get this going for Bob right way.

Thanks,
Al

--

AL HAN
Special Advisor, USA
<https://CambridgeAnalytica.org>
[REDACTED]

--

Brittany Kaiser , PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

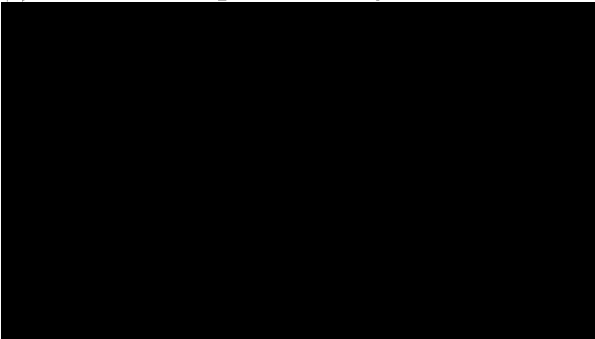


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Director of Program Development

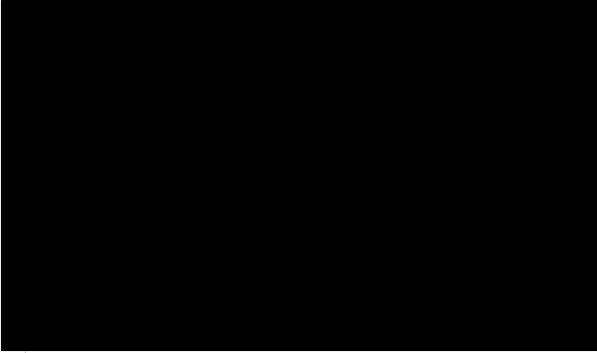


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Brittany Kaiser , PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



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AL HAN

Special Advisor, USA

<https://CambridgeAnalytica.org>



Call for Mercer family

From: Amanpreet Mann [REDACTED]
To: Brittany Kaiser [REDACTED] Brittany Kaiser
Date: Mon, 29 Aug 2016 16:54:27 +0000

Hi Brittany,

We received a call in the DC office from William Gheen. He introduced himself as the president of Americans for Legal Immigration PAC. He is helping Kelli Ward beat John McCain. He wanted to reach out to the Mercer family in the same regard. He left his contact details: [REDACTED]

I'm not sure who would be the best person to handle this but thought to send this to you considering you and Al pitched Kelli Ward earlier.

Thanks
Aman

Re: Dish USA update

From: Alexander Nix [REDACTED]
To: Brittany Kaiser [REDACTED]
Cc: Alex Tayler [REDACTED] Ed DeNicola [REDACTED]
[REDACTED] Duke Perrucci [REDACTED]
Date: Tue, 29 Nov 2016 11:38:49 +0000

Well done Brittany

I spoke to Chase last week as well and he reiterated Candy's strong desire to meet with the Trump administration team ASAP

Reading between the lines: I think that Dish are frightened that their overwhelming support for the Democrats will come back to haunt them and are quickly seeking to change allegiances.

Not wanting to diminish your hard work, but I suspect that the impetus behind the desire to explore a deal with CA, has less to do with CA and more to do with our relationship with Trump team. Nonetheless, we should seize this opportunity to get a deal done.

As soon as a deal is signed, I would be pleased to introduce the family to Bekah, Steve, Jared, Flynn etc etc etc

A

Alexander Nix
CEO

[REDACTED]

[http:// cambridgeanalytica.org](http://cambridgeanalytica.org)

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On 28 Nov 2016, at 22:55, Brittany Kaiser [REDACTED] wrote:

Subject: Re: CA Video Content

From: Emily Cornell [REDACTED]

Date: Mon, 10 Oct 2016 15:11:22 +0000

To: Al Han [REDACTED]

Cc: Brittany Kaiser [REDACTED]

Matthew Hunter [REDACTED]

"Peregrine \"

Aman Mann [REDACTED]

Kelly Rzendz [REDACTED]

Livia Krisandov [REDACTED]

Duke Perrucci [REDACTED]

All,

New cluster of ads went live through the SuperPAC. Cut was on TV before/after the debate in OH and PA.

Cut: <https://www.youtube.com/watch?v=ZdbupFQEaWc>

Article on Cut: <http://time.com/4524276/defeat-crooked-hillary-ads/>

Danger to National Security: https://www.youtube.com/watch?v=fY_MbNvnTgQ

Corruption is a Family Business: <https://www.youtube.com/watch?v=Qxvut7UjpCU>

Race of a Lifetime: <https://www.youtube.com/watch?v=kGdKr-0Ti78>

Emily Cornell

Senior Vice President, Political Affairs

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

[REDACTED]

<https://cambridgeanalytica.org>

On Sep 26, 2016, at 5:01 PM, Emily Cornell [REDACTED] wrote:

All,

We launched a website today to bracket HRC during tonight's debate. Could be useful to highlight for clients: <https://www.2016truths.com>

Additionally, we've had a few new videos in the last week for a few different clients.

Corrupt and Dangerous (Make America Number One): <https://www.youtube.com/watch?v=fzeU9iw5Dg4>

Do Nothing (Make America Number One): <https://www.youtube.com/watch?v=UJJNdI3GsPc>

Fighter (WarriorPAC): <https://www.youtube.com/watch?v=GczJN-xL8Dg>

Emily Cornell
Senior Vice President, Political Affairs

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

[REDACTED]

<https://cambridgeanalytica.org>

On Sep 14, 2016, at 12:45 PM, Emily Cornell [REDACTED] wrote:

New ad the SuperPAC released yesterday.

<https://www.youtube.com/watch?v=Lt2QVtWtdjQ>

Emily Cornell
Senior Vice President, Political Affairs

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

[REDACTED]

<https://cambridgeanalytica.org>

On Sep 9, 2016, at 9:31 PM, Al Han [REDACTED] wrote:

Exactly what I need to show potential clients.

Thanks Em,
Al

On 9 September 2016 at 16:57, Emily Cornell [REDACTED] wrote:
Per the feedback on the Sales call today, below are links to client videos managed by CA. These are produced by Glittering Steel, our production partner. These are all recent. More will be posted to this YouTube channel, so check back for further content. Will send along other relevant ads on a regular basis.

Em

Dishonorable: https://www.youtube.com/watch?v=bIQj_3SO_4Y&list=UURvnu9aLecF_JM6D0E0ga-w

Clinton Foundation Fails on Equal Pay: https://www.youtube.com/watch?v=Sd3TimpNJek&index=4&list=UURvnu9aLecF_JM6D0E0ga-w

Hillary Clinton is Still Lying: https://www.youtube.com/watch?v=AE_oxMuE7Wk&index=5&list=UURvnu9aLecF_JM6D0E0ga-w

Bernie Never Stood a Chance: https://www.youtube.com/watch?v=FiU6Pdif31c&list=UURvnu9aLecF_JM6D0E0ga-w&index=7

Gotta Pat the Bills: https://www.youtube.com/watch?v=ZDI8-vECFQ4&list=UURvnu9aLecF_JM6D0E0ga-w&index=6

Emily Cornell
Senior Vice President, Political Affairs

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

<https://cambridgeanalytica.org>

--

AL HAN
Special Advisor

[REDACTED]

Hi guys,

I spent time over the weekend in Colorado and have some great news so far on the strategic partnership with Dish USA for the TV DMP (see attachment below for a reminder of the concept note).

Charlie and Cantey Ergen read it and are helping us move forward. Charlie forwarded it to a team of his colleagues last week, headed by Warren Schlichting (EVP, Programming, Marketing & Media Sales), who is exactly the person Ed expected us to negotiate with.

Chase and his dad Charlie both met with Warren today. Warren has some questions about requirements and expectations of the proposed strategic partnership, so the next step is a call for him and Ed.

I will get that set up shortly (awaiting official feedback later tonight).

On a separate, but related, note, the Ergens would like to meet with Bekah or Steve when possible and be kept updated on the appointments at the FCC. All help we can lend with this puts us in the right position to forge a great business relationship between CA & Dish.

Thanks to you all, will keep you updated.

Best,

B

--

Brittany Kaiser , PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



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Re: Invitation: Inaugural Cocktail Party with Cambridge Analytica

From: Charlotte Escaravage <[REDACTED]>
To: Brittany Kaiser [REDACTED]
Date: Thu, 12 Jan 2017 21:16:30 +0000

Thanks! Will do.
Will meet Alexander in person and see where it goes from there.

On Jan 12, 2017, at 04:10 PM, Brittany Kaiser <[REDACTED]> wrote:

Anything I can do, you let me know.

For now everything has had a very welcomed reception and I think you can have what you want, in terms of meetings and feedback at minimum (since I believe you will get along famously with these lovely people).

Sent from my iPhone

On Jan 12, 2017, at 8:58 PM, Phillip Escaravage <[REDACTED]> wrote:

I am pretty prompt. Thanks so much for helping me with this.

Sent from my iPhone

On Jan 12, 2017, at 3:51 PM, Brittany Kaiser <[REDACTED]> wrote:

That is fantastic, and again I thank you for your hospitality and prompt replies all day while I try to forget the quality of the wine I'm drinking even in first class....

Alexander is confirming their attendance to you in writing. You can feel free at any point to bring up the meeting with Steve to Alexander directly who can fix it for you.

Alexander, Bekah and Steve are best friends and founded our company together as the three of them. Kelly Anne Conway is also a best friend of theirs but is not on our board (though we work with her extensively).

Some good recent background about them, the administration and our company: (pasted in full below for convenience):

<http://www.wsj.com/articles/meet-the-mercera-a-quiet-tycoon-and-his-daughter-become-power-brokers-in-trumps-washington-1483904047>

Meet the Mercers: A Quiet Tycoon and His Daughter Become Power Brokers in Trump's Washington

Armed with data on an alienated electorate, a hedge-fund magnate and his family shun the GOP establishment to support the winning campaign;

advising on cabinet selections

Hedge fund executive Robert Mercer and his family are poised to become major power brokers in Donald Trump's Washington. WSJ's Keach Hagey joins Lunch Break with Tanya Rivero and explains how the Mercers saw the appetite among voters for an outsider candidate as early as 2014. Photo: Sylvain Gaboury/Patrick McMullan Agency

By **GREGORY ZUCKERMAN, KEACH HAGEY, SCOTT PATTERSON** and
REBECCA BALLHAUS

Jan. 8, 2017 2:34 p.m. ET **2**

In February 2014, a group **of** conservative political donors gathered at New York's Pierre Hotel to strategize about the **5** coming presidential contest.

C
Robert Mercer, a computer programmer and hedge-fund manager who distrusted the political establishment and loathed Bill and Hillary Clinton, issued a warning: Data he had **O**
M
seen indicated mainstream Republicans such as Jeb Bush and Marco Rubio would have **M**
difficulty winning the White House in 2016, according to one of the attendees. He said **E**
only a true outsider with a sense of voters' frustrations could win. **N**

Nearly three years later, Donald Trump is headed to the White House, helped by the 70-year-old Mr. Mercer and his **g**daughter Rebekah, 43. They are poised to become major power brokers in Mr. Trump's Washington.

Back when Mr. Trump's candidacy was on the rocks, Mr. Mercer, co-chief executive of hedge fund Renaissance Technologies LLC, provided financial support. Then, in a surprise shake-up in August, two of the Mercer family's confidantes, Steve Bannon and Kellyanne Conway, were installed atop the Trump campaign following a recommendation from Ms. Mercer.

"The Mercers are incredible people who truly love this country and go all out to protect America and everything it stands for," Mr. Trump said in a written statement to The Wall

Street Journal.

Mr. and Ms. Mercer won't have any formal roles in the Trump administration. Ms. Mercer, who has been working from Mr. Bannon's office in Trump Tower, is advising on the selection of nominees to Mr. Trump's cabinet. Mr. Bannon and Ms. Conway are headed for influential White House roles. Ms. Mercer likely will help lead an outside group designed to support Mr. Trump's agenda, Ms. Conway has said.



Mr. Mercer and his wife, Diana, were the third-largest donors to Republicans in the 2016 election, after Sheldon and Miriam Adelson and Paul Singer, according to the Center for Responsive Politics. The GOP is now counting on Mr. Mercer to help the party gain more seats in the House and Senate in 2018. Ms. Conway says if the GOP captures more than 60 Senate seats, "Bob Mercer will be one of the people to thank."

Mr. Mercer and his daughter both declined to comment for this article. This account of Mr. Mercer's career and his family's involvement in the Trump campaign is based on interviews with current and former employees of Renaissance and others in the hedge-fund industry, along with people who have dealt with both of the Mercers in the political

arena.

Every new administration, especially one built around a political outsider, brings a new crop of people to Washington, where they assume various positions of power, often informal.

It isn't clear what specific policies or positions, if any, the Mercers are seeking for their support of Mr. Trump. Peter Schweizer, who co-founded a research organization funded by the Mercers, notes: "Bob Mercer does not want to be ambassador to France."

Mr. Mercer, for his part, is an unlikely kingmaker. A taciturn man, he often sits through meetings without uttering a word. He once told a colleague he preferred the company of cats to humans.

Growing up in New Mexico, Mr. Mercer became fascinated by computers at a young age, he said in a speech several years ago. During the summer after his senior year in high school in 1964, he attended a National Youth Science Camp and learned to program a donated IBM computer.

"Computers were not much of interest to my fellow campers, so I got to use the [computer] all by myself most of the time," Mr. Mercer said in the speech.

While working toward a physics and mathematics degree from the University of New Mexico at Albuquerque, Mr. Mercer got a job nearby at the Kirtland Air Force Base's weapons lab. He rewrote the lab's computer program, making it 100 times faster, but his bosses didn't do much with his work, he said in the speech.

The experience "left me ever since with a jaundiced view of government-financed research," he said.

After receiving a Ph.D. in computer science, he joined International Business Machines Corp. and forged a partnership with scientist Peter Brown. Their group helped develop an innovative approach to computerized speech recognition. Mr. Mercer eventually grew frustrated with what he saw as IBM's inability to capitalize on their advances, two ex-

colleagues say. IBM declined to comment.

In 1993, Renaissance, which relies on computers and complex algorithms, hired Mr. Brown. Mr. Mercer decided to join, too, though he initially expressed concern to a colleague about how much trading contributed to society.

When Renaissance researchers encountered a challenge no one could figure out, they would bring it to Mr. Mercer, who would go into seclusion until it was solved, says one person who worked with him. Colleagues dubbed him the "Big Gun."

Messrs. Mercer and Brown eventually revolutionized Renaissance's approach to trading stocks and commodities, partly by eliminating the human element from trading decisions and by fine-tuning the firm's trading models. Last year, Renaissance's assets climbed above \$36 billion, from \$27 billion in 2015, even as many rivals stumbled. The two men became co-CEOs in 2010.

Early on, Mr. Mercer's conservatism was on display in his support for the gold standard and his animosity toward the Clintons. "He thought [Bill] Clinton was a crook," says former Renaissance employee Nick Patterson.



President-elect Donald Trump arrived for a holiday party at Mr. Mercer's Long Island, N.Y., estate in December. *PHOTO: EVAN VUCCI/ASSOCIATED PRESS*

He often challenged mainstream views. When University of California, Berkeley, physicist Richard Muller visited Renaissance in 2011 to lecture on his doubts about global warming, Mr. Mercer buttonholed him afterward to share his own skepticism.

Mr. Mercer was "distrustful of the science," Mr. Muller recalls. "It's a scientist's duty to be skeptical, and the original measurements had unaccounted systematic problems that could have been important."

Mr. Mercer and his daughter Rebekah began financing Mr. Muller's research. The physicist eventually concluded that global temperatures likely have risen because of human activity. Mr. Mercer "seemed satisfied with our [recent] results and accepts them," Mr. Muller says.

In the 1990s and early 2000s, Ms. Mercer, a Stanford University graduate, worked in Renaissance's trading business. She left to home-school her children and, with her sisters, open a Manhattan cookie and brownie shop that turned into an online company.

After meeting Andrew Breitbart at a conservative conference, Mr. Mercer and his daughter in 2011 became interested in investing in his right-wing news organization, Breitbart News Network.

Mr. Breitbart introduced the Mercers to his friend Mr. Bannon, a former Goldman Sachs Group Inc. investment banker. Mr. Bannon drew up a business plan and term sheet under which the Mercer family bought nearly 50% of Breitbart News for \$10 million, according to public filings and people familiar with the matter.

In March 2012, Mr. Breitbart collapsed on a Los Angeles sidewalk and died of heart failure at age 43. Mr. Bannon and the Mercers convened an emergency meeting in New York to determine Breitbart's future, according to people familiar with the matter.

Mr. Bannon became the site's executive chairman, eventually gaining influence over the editorial side of the publication. Breitbart became popular with the "alt-right," a loose conglomeration of groups, some of which embrace tenets of white supremacy and view

immigration and multiculturalism as threats. In November, Mr. Bannon told a Wall Street Journal opinion writer he is an economic nationalist, not a white supremacist. He declined to comment for this article.

Disappointed by President Barack Obama's 2012 re-election, Mr. Mercer intensified his political activity. In 2013, he and Ms. Mercer, together with Mr. Bannon, started the watchdog group Reclaim New York to track what they viewed as excessive public spending.

That year, Patrick Caddell, a former pollster for Jimmy Carter who has been critical of top Democrats, shared data with Mr. Mercer showing voters were becoming alienated from both political parties and mainstream candidates. After asking Mr. Caddell to do another round of polls and collecting his own data, Mr. Mercer concluded that a major shift was under way, Mr. Caddell says.

Mr. Mercer "understands trends and data at a level missed by many," Ms. Conway says.

Toby Neugebauer, a conservative energy investor who met with Mr. Mercer in 2014, says Mr. Mercer predicted that immigration and trade would be central themes of the 2016 campaign.

"He and Rebekah were looking for an outsider to shake things up in Washington," Mr. Neugebauer says.

Sometimes, father and daughter would walk through Republican fundraising events locked arm-in-arm. The sociable Ms. Mercer did most of the talking, while her father stood silently beside her.

Breitbart's online traffic was soaring, validating the Mercers' faith in Mr. Bannon. When Mr. Mercer hosted Mr. Bannon on Mr. Mercer's 203-foot yacht, the Sea Owl, Mr. Bannon wore shorts, cursed freely and held forth like a close relation, according to people who visited the yacht.

Mr. Mercer's yacht, the Sea Owl, in London in 2013. *PHOTO: ROB POWELL/LONDON NEWS PICTURES/ZUMA PRESS*

Mr. Bannon advised the Mercers on which political and media ventures to invest in, escorting potential beneficiaries to Ms. Mercer's triplex apartment at Trump Place on Manhattan's Upper West Side, according to people familiar with the situation.

As the 2016 campaign got under way, the Mercers were focused on causing political upheaval rather than backing a specific candidate, friends say. "The Mercers' view is not really tied to a particular person," says Mr. Schweizer, who with Mr. Bannon co-founded the Government Accountability Institute, a research group funded by the Mercers.

The Mercers initially supported Texas Sen. Ted Cruz, giving a pro-Cruz super PAC more than \$13 million. Even so, Ms. Mercer told Mr. Schweizer that if his institute uncovered corruption involving Mr. Cruz, "we expect you to report on it," according to Mr. Schweizer.

When Mr. Cruz dropped out of the race last May, the Mercers pivoted to Mr. Trump, the party's effective nominee. "Bob and Bekah got behind Trump because he was clearly an antiestablishment candidate," says Mr. Caddell, the pollster. "It's a philosophical thing. They think the establishment has failed and is self-serving."

In July, the Mercers gave \$2 million to a super PAC supporting Mr. Trump. At a fundraiser in August, Ms. Mercer suggested to Mr. Trump he shake up his campaign,

recommending that two of her confidants take control, according to two people familiar with the conversation.

Shortly thereafter, Mr. Trump installed Mr. Bannon as CEO and Ms. Conway as campaign manager. Ms. Conway had helped Ms. Mercer run Keep the Promise, a super PAC funded by the Mercers that had supported Mr. Cruz.

At Renaissance, many employees initially shrugged off Mr. Mercer's political activities, assuming Mr. Trump would lose, and few were aware of the extent of Mr. Mercer's involvement with Breitbart, according to people familiar with the firm. Later in the campaign, however, some Renaissance executives chafed at the unwanted publicity that Mr. Mercer's political activities brought the firm, those people say.

Renaissance's chairman and founder, James Simons, is a major donor to Democratic causes, including Hillary Clinton's campaign. Mr. Simons declined to comment.

After Mr. Trump's upset victory, one of his first decisions was to appoint Mr. Bannon as his chief White House strategist. He later named Ms. Conway as his White House counselor.

Ms. Mercer was appointed to the 16-member executive committee of Mr. Trump's transition team, which is responsible for recommending administration officials. She has weighed in on personnel decisions including successfully lobbying against Mitt Romney as secretary of state and for Sen. Jeff Sessions as attorney general, according to people familiar with the matter.

Once Mr. Trump takes office, Ms. Mercer is likely to help lead an outside group, funded by her father, aimed at bolstering Mr. Trump's agenda, Ms. Conway says. Republican operatives expect the organization will build its messages based in part on information collected by Cambridge Analytica, a data firm backed by the Mercers that worked on Mr. Trump's campaign.

On Dec. 3, Mr. Mercer hosted his annual holiday party at his Long Island estate, Owl's Nest, a bash at which most guests wear costumes. The party's theme this year was "heroes and villains." Mr. Bannon and Ms. Conway brought Mr. Trump as a surprise guest.

As the revelers settled in, Mr. Trump rose to speak, according to two attendees, joking that he had just had his longest conversation ever with Mr. Mercer—two words. He lauded the contributions of Mr. and Ms. Mercer to his campaign, then joined the Mercers, Mr. Bannon and Ms. Conway at the head table.

Sent from my iPhone

On Jan 12, 2017, at 3:53 PM, Phillip [REDACTED] wrote:

Brittany,

I would love to have them. Would be happy to meet both of them.

Phillip

Sent from my iPhone

On Jan 12, 2017, at 2:36 PM, Brittany Kaiser [REDACTED] wrote:

Phillip,

May I ask a favor of you? The conversation today went very well.

Rebecca Mercer wants to meet with you and Alexander together. She will be attending our event on Thursday and wondered whether there is space for her and Alexander to join your event on Friday?

If you invite them they said they will both come.

Let me know and I will fix it in their diaries. I'm guessing they will leave the official ball early and come join us at yours.

There may also be an invite we can extend to you for a big event Saturday which has not been confirmed yet.

Best,

B

Sent from my iPhone

On Jan 12, 2017, at 2:45 PM, Phillip Escaravage [REDACTED] wrote:

I would like to give Steve my two cents. Nate should be on NSC for North Africa.

This meeting is with someone that Steve should absolutely speak to before the 20th. It will give him deep insight to Libya that will carry him for a while.

Sent from my iPhone

On Jan 12, 2017, at 1:42 PM, Brittany Kaiser [REDACTED] wrote:

If it's for appointments that would be very good since they still need help and are a long way off filling all the roles, from what I understand.

Alexander might be able to arrange that, or I can introduce you to Steve on emails or by phone but he listens to Alexander's needs of course higher priority than my own so a request from the CEO is a better strategy.

Let me know, and also Alexander should get back to you by this evening or tomorrow morning at the latest when he's out of Trump Tower etc

Sent from my iPhone

On Jan 12, 2017, at 2:36 PM, Phillip Escaravage [REDACTED] wrote:

I may have someone in the US by the 17th that Steve Bannon absolutely should meet with before the 20th.

Sent from my iPhone

On Jan 12, 2017, at 12:40 PM, Brittany Kaiser [REDACTED] wrote:

All good and noted.

Yourselves and your guests are confirmed on the security list as of a few minutes ago. Let me know if you require last minute additions before the 18th!

Sent from my iPhone

On Jan 12, 2017, at 1:32 PM, Phillip Escaravage [REDACTED] wrote:

That's too funny!
Probably no need to meet with Mohammed Bashir at this time. But thanks for thinking of it!

Sent from my iPhone

On Jan 12, 2017, at 11:21 AM, Brittany Kaiser [REDACTED] wrote:

I just sent her a Facebook message with her RSVP and we are giggling over this. It is hilarious.

On a side note, one of my good friends Mohamed Bashir, son of Ghaddafi's head of the LAP, one of Africa's biggest investors (more than Hosni Bei for Libya) might be in town. If so I'd like to introduce you if you have the time:

https://en.m.wikipedia.org/wiki/Bashir_Saleh_Bashir

Sent from my iPhone

On Jan 12, 2017, at 12:01 PM, Phillip Escaravage
[REDACTED] wrote:

She is dating my close friend Alex

Sent from my iPhone

On Jan 12, 2017, at 11:00 AM, Brittany Kaiser
[REDACTED] wrote:

No way! I am friends with Antalya from London.

We met at my friend's birthday party last January in an old manor home in the countryside. (Conor actually attended that party at my invitation, so he knows her now too).

The world gets smaller...

Sent from my iPhone

On Jan 12, 2017, at 11:46 AM, Phillip Escaravage
[REDACTED] wrote:

Phillip and Charlotte Escaravage
HRH Prince Alex von Preussen
Alexia Bergstrom
Basem Saleh
Antalya Nall-Cain

Sent from my iPhone

On Jan 12, 2017, at 10:37 AM, Brittany Kaiser
[REDACTED] wrote:

Fantastic. You and Charlotte plus four I assume? I will have my assistant add you all to the list just now.

If you have names/titles of your guests before next Wednesday that would be very helpful just in case the security attempt to make our lives difficult! I think everyone may need a photo ID but I will confirm closer to the time.

Best,

B

Sent from my iPhone

On Jan 12, 2017, at 10:52 AM,
Phillip Escaravage

[REDACTED] wrote:

Brittany,

I would love to come. I have six people total including me. Let me see how the schedule looks.

Phillip

Sent from my iPhone

On Jan 12, 2017, at 9:49 AM,
Brittany Kaiser

[REDACTED] wrote:

Dearest Phillip,

I know you and Charlotte may not be in town next Thursday, but I wanted to extend my invitation we discussed regardless.

And of course any of your friends and colleagues are welcomed in our new DC home. They can RSVP directly to me or through the email on the invite below.

We need round numbers by today if at all possible, but I can still add people to the security list up to 24 hours ahead of time.

All the best,

B

<Inaguration-Invite-
V1.jpg>

--

Brittany Kaiser,
PhD Candidate, MPhil,
LLM, MA Hons
Director of Program
Development



<https://cambridgeanalytica.org>

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and any attachments
for viruses as the
company accepts no
liability for any
damage caused by this
email.

Berkshire on NYT

From: Robert Murtfeld [REDACTED]
To: Claire Anastasia [REDACTED] Brittany Kaiser
Date: Wed, 08 Mar 2017 20:33:04 +0000

FYI

----- Forwarded message -----

From: Robert Murtfeld [REDACTED]

Date: 6 March 2017 at 22:46

Subject: Re: Re:

To: Blake Gottesman [REDACTED]

Exactly.

On 6 March 2017 at 22:46, Blake Gottesman [REDACTED] wrote:

I hear you. Never fun to be the target of these things. In the end, results will provide the best defense / response.

-

From: Robert Murtfeld [REDACTED]

Sent: Monday, March 06, 2017 10:36 PM

To: Blake Gottesman [REDACTED]

Subject: Re:

-

Many thanks, Blake.

-

Yes this is the same hostility levelled against us just like in the Ad Age article by unhappy Republican operatives. It is also really upsetting to see publications such as the NYT that I cherish pick whatever fits their thesis. We've done good work for the Financial Times, which is publicly known (an investigative piece such as this one could have easily found out), we are up for a David Olgivy award by the Advertising Research Foundation on 20 March (see here). And yes whilst the Trump campaign only used tone analysis and persuasion scores for analytics, our work for the Super PAC used psychographics throughout (but we don't want to run around with this as the Super PAC was called Defeat Crooked Hillary).

-

These are just a couple of points. Hope this helps. Let me know.

R

-

On 6 March 2017 at 18:21, Blake Gottesman [REDACTED] wrote:

Tough piece in NYT

-

Blake Gottesman • Principal

www.berkshirepartners.com

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Re: 2094_Phenomen Films

From: Maksym Demydenko [REDACTED]
To: Charlie Trueman [REDACTED]
Cc: Salli Hollinson [REDACTED], Claudia Douglass [REDACTED],
Brittany Kaiser [REDACTED], philippa.kennedy [REDACTED],
oleg.kim [REDACTED], Mona Mohtadi [REDACTED], Martine d'Anglejan
Chatillon [REDACTED], Alexei Ivanovsky [REDACTED]
Date: Fri, 12 May 2017 08:19:38 +0000

Good morning,

Martine and Alexei are both not in London, could you please set up a conference call with them? (Italy and Russia)

Thank you

Maks

Maksym Demydenko
Head of Sound and Technical Departments
Phenomen UK Ltd
DAU

[REDACTED]

[REDACTED]

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On 12 May 2017, at 09:13, Charlie Trueman [REDACTED] wrote:

Update meeting

Attendees
Phenomen Films
Cambridge Analytica
Innovision

Location
Innovision
The Studio
Inner Circle
The Regent's Park
London
NW1 4PA

Dial in details:



Maks – please forward on to the rest of your team

<Mail Attachment.ics>

Fwd: call for Rebekah Mercer

From: Robert Murtfeld [REDACTED]
To: Brittany Kaiser [REDACTED]
Date: Mon, 24 Jul 2017 14:15:00 +0000

See below.

Let me know your thoughts.

----- Forwarded message -----

From: **David Day** [REDACTED]
Date: 24 July 2017 at 09:22
Subject: call for Rebekah Mercer
To: Robert Murtfeld [REDACTED]

Hey

Justin [REDACTED], personal assistant to the Israeli Ambassador, says the Ambassador would like to meet with Rebekah.

[REDACTED]

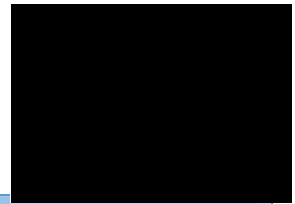
[REDACTED]

[REDACTED]

Cambridge Analytica

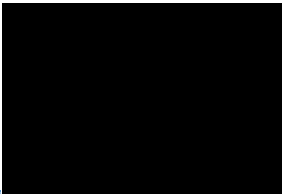


<https://cambridgeanalytica.org>



Meeting Minutes		
Date: 24 November 2015	Time: 1030h	Location: Corner Office
Name:	Management Meeting	
Note taker:	Ken Kato [KK]	
Attendees:	Ken Kato [KK] Julian Wheatland [JW], Alex Tayler [AT], Kieran Ward [KW], Pere W [PW],	
Apologies	Sabhita Raju [SR], Michaela Marcoons [MM], Brittany Kaiser [BK],	

	Admin & Finance	
1	DC Office	
	<ul style="list-style-type: none"> • KK to liaise with RJ re budgets for DC Office Set up. • PW advised Tax consultants good value for money but inconclusive as details of re location not yet confirmed. 	
2	Recruitment	
	<ul style="list-style-type: none"> • AT requested 2 Data Scientists, a Data Engineer and DBA • AT proposed looking into Recruitment needs re California Chamber of Commerce Proposal (media buy \$20,000 with Campaign Solutions) • A Full Stack Developer also required. • Junior Systems Admin required for DC office. • An Intern required for Breitbart Facebook tagging 	
3	Data Team	
	Need a discussion on data team structure and management: scheduled for toady @ 2pm	
4	HR	
	<ul style="list-style-type: none"> • Proposal by JW re need for Senior Person to assist MM. • Proposal for MM to have cover re downtime. 	
5	Equipment	
	<ul style="list-style-type: none"> • KK to meet with RJ to discuss and agree payment systems re recurring IT charges and Identify which Invoices can be paid re KK card and Bacs. 	
	Finance	
	<ul style="list-style-type: none"> • KW to chase NMSI for outstanding Invoice • PW to liaise with SR to agree who would chase Kenya Invoice. • It has been agreed to discuss Aged Debtors re Cambridge Analytica 	



	AOB	

Subject: Re: Urgent: Press enquiry
From: Peregrine Willoughby-Brown [REDACTED]
Date: Thu, 04 Feb
To: Jordan Kleiner [REDACTED]
Cc: Brittany Kaiser [REDACTED]
Harris Macle [REDACTED]
Alex Tayler [REDACTED]
Sabhita Raju [REDACTED]

Hi all

As far as Breitbart is concerned, there are two potential responses:

1. "We have never received survey responses from Breitbart.com" (This is true. We agreed the deal with them to get their survey data but they didn't actually send anything other than a list of names for matching. Then everything went sour.)
2. "We can't comment on data sharing or other commercial agreements we have with our clients and partners without their permission, and it's not generally something we would want to talk about."

We could also combine these answers, something like:


"We don't normally comment on data sharing or other commercial agreements we have with our clients or partners, but we can confirm that we have never received the results of surveys from Breitbart.com."

Somebody more senior than me (preferably somebody who has a closer relationship with Bannon and has a better idea of where we're at with them) should probably make the final determination. Things are obviously still a bit shaky so we need to be careful. We have been repeatedly linked with them in the media, but this data sharing story actually appeared on some random blogs before we had actually made an agreement with them about data sharing. So it's really just speculation, but it is speculation which would probably seem logical to outside observers.

Peregrine Willoughby-Brown

Senior Project Manager

[REDACTED]



scl commercial

scl defence

scl elections

scl social

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On 4 February 2016 at 17:27, Jordan Kleiner  wrote:
Hey Brittany,

I can answer 1 Pere should be your best bet for 2.

1) Over the past 6 months we have surveyed between 15,000 and 55,000 US adults per month via

our online surveys (the 55 000 was this month, probably worth mentioning).

I'd prefer we did not disclose in the media our suppliers for legal/contractual reasons.

All the best,

Jordan

On 4 February 2016 at 17:12, Brittany Kaiser [REDACTED] wrote:
Hi guys,

A few follow up questions from yesterday's barrage of interviews. Please help me out asap to ensure accuracy in today's printed stories:

1) Not sure if he read 50K somewhere, but isn't it 30K minimum completes? Is there an upper limit I can quote?

On the 50,000 or so monthly surveys you all conduct, you said those are primarily done through the web and by phone. For the ones done online, can you say what partners you work with to get those done?

2) Not sure how to answer this:

I've seen reports that reader surveys conducted by Brietbart.com ultimately make their way to Cambridge. Is that accurate?

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

[REDACTED]

[REDACTED]

London, UK



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Jordan Kleiner
Political Research Lead



CA Cambridge Analytica





Referendum UKIP notes

From: Brittany Kaiser - [REDACTED]
Date: Tue, 03 Nov 2015 05:50:05 +0000

Oldham -

1.5 million people -

3 databases - 1st membership database 40/50,000 names & details
Canvassing data from general election and the by election - but a mess, no consistent standard
All of our online engagement data - Facebook & Nigel Farage
Breitbart facebook & user data, which we can also potentially make use of

Cannot give the database

to provide data for the right purposes

what we can do is full access to analyse and produce -

Permissible use of our data -YES

If we produce results based up on this -

Leave.Eu paying - the cost of allowing us to use

Collateral contract - we are processing it

Membership data - University of Nottingham did a full survey 8%

API into the data

100,000 member by the end of the year (now at 40,000)

Arron has in mind for there to be a proposal for rebranding of UKiP

VoteLeave.Eu are off the mark completely

- 1) We are light-years ahead of everyone else
- 2) Element of thought leadership involved - Leave.Eu is the one to put their weight behind

10 people on the commission - all major political parties on the commission all non-lords

"Caseworker" - CMS system for voters

Voter Gravity have some of their data - but only 30 constituencies in to the system

All electoral rolls are available - publicly available

Some marked registers - some paper copies, some digital copies

Leitrim House - somewhere in Devon - Thursday

Relatively happy with

Reletively - until the designation is decided upon

-Voter turnout

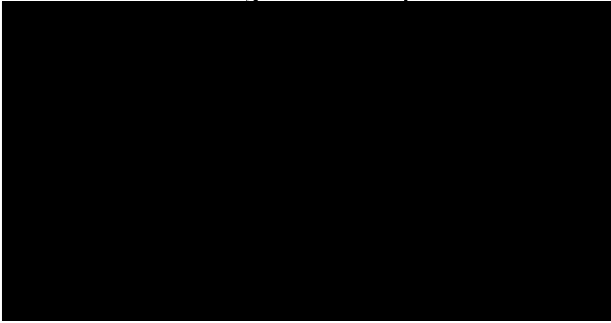
Phillip Coppel from Cornerstone - Johnny data guy!

Very helpful -

- 1) Can Matt get his data guy up here?
- 2) If we can get that intro for legality
- 3) Letter of authorisation for contacting the electoral register

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



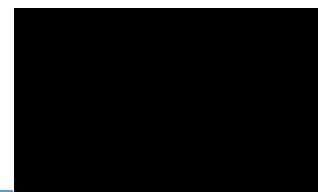
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Meeting Minutes		
Date: 03 November 2015	Time: 1115h	Location: Mayfair
Name:	Project Review Meeting	
Note taker:	Krystyna Zawal [KZ]	
Attendees:	Julian Wheatland [JW], Alex Tayler [AT], Sabhita Raju [SR], James Hillier [JH], Kieran Ward [KW], Kyriakos Klosodis [KK], Josh Coe [JC]	
Apologies	Pere W-Brown [PWB]	

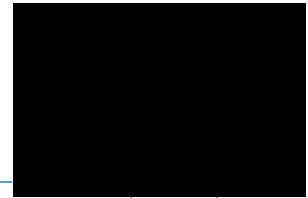
	Rest of World	
1	Ghana	
	<p>Exploring alternative vehicle for Ghana political project; possibility of company different to NMSI that is negotiating a defence contract.</p> <p>Process of SCL as sub-contractor to remain though this route may be more successful as smaller size of defence contract may not be hampered by IMF controls in the way NMSI contract was.</p> <p>Hope to have some indication next week.</p>	
2	Kenya	
	<p>Meeting in Dubai postponed to w/c 9th Nov, no time pressure on the client</p> <p><i>Subsequent to meeting - client suggested meeting in London on 9 November</i></p>	
3	Argentina	
	No updates	
4	Mongolia	
	BK followed up with client but no prospect	
5	Hungry	
	Philip Morris Int - TAA proposal being prepared; expect to submit to client mid next week	
6	Cameroon	
	JH waiting to hear from client - JH to chase but unlikely prospect	



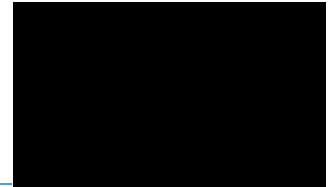
7	West Africa (Burkina Faso, Mali, Niger)	
	Counter-terrorism perception survey proposal - opportunity to pitch to the Danish International Development agency (introducer: CB). Expression of interest/Letter of Interest to be prepared and shared with Ceris this week	
8	SCL Defence	
	Saudi Arabia contract not signed, undergoing pricing review [JW]	
9	Leave EU	
	<p>Phase I (\$45k) - approved</p> <p>Analysis of UKIP data to create profiles prior to BK presentation on 17+18 Oct</p> <p>SR to check data handling regulation</p> <p>JW to schedule meeting with barristers</p> <p>Consultation with QC on data compliance issues set up – any questions or concerns to be sent to JC for collation prior to that</p> <p>JC to sit with David W to identify process and highlight how data is to be processed as basis for discussion with QC</p>	
	USA	
10	STC	
	<p>Verbal agreement reached on forward programme and close to agreement on settlement of past bill</p> <p>Discount given on the basis of poor RIPON delivery</p> <p>CA provides RIPON back end, data services and possibly Digital Marketing as part of forward work programme</p>	
11	Carson	
	<p>SR to follow up with Eyal after Jon's departure</p> <p>CA-TC proposal and costing to be discussed by AJAN and agreed with client and Tivo</p> <p>TV – KK to examine new contracts</p> <p>Liveramp account needed anyway for any digital marketing efforts so \$30k bill should be a good investment investment for both purposes</p> <p>AT to check distribution of Liveramp</p>	
12	Breitbart	



	<p>Last invoice still not paid</p> <p>A social media hire required, possibly through Molly</p> <p>Digital targeting – Matt to have a call with Zack and undertake social media monitoring and tracking until Molly on board and up to speed</p> <p>Managing expectations – PWB to schedule call with Larry Solov</p>	
13	Missouri	
	<p>Initial invoice paid</p> <p>Project progressing well</p>	
14	KtP1	
	<p>Discussions on TV and Digital Marketing in progress</p> <p>KtP invoiced for \$10k to cover the costs of Campaign Initiatives – still not paid</p> <p>\$186k invoice still not paid</p> <p>Another \$18k to be invoiced in 3 weeks</p> <p>Concern that Targeted Victory may be pushing us out of digital marketing component of contract as a result of CA taking the direct TV targeting component they probably would have done. Discussion with relevant parties scheduled tonight</p>	
15	Trump	
	On hold and unlikely to progress	
16	Humane Society United States	
	Extension of deadline on Briefing packs may be proposed to take account of refined methodology and recent research on personality types - TBD	
17	Heritage Foundation	
	<p>No change - contract still with their lawyers</p> <p><i>Subsequent to meeting feedback received from them and counter proposals sent</i></p>	
18	PCI Action Group	
	Agreed on the new creative work through AIQ	
19	Philanthropy Roundtable / REC	



	<p>TiVo demonstration – call to be arranged JH&AT</p> <p>Awaiting payment for 2nd invoice</p>	
20	Bolton Super PAC	
	<p>No problems with data</p> <p>2nd invoice raised, Pere to forward it to client</p>	
21	KTP PAC/KtPIII	
	<p>Email hygiene through AIQ</p> <p>Contract to be prepared once KtP family decide which vehicle to contract through</p> <p>No revenue expected</p>	
22	Republicans Overseas	
	<p>Contract under review, no updates on the signing date, BK to provide updates after back from USA</p>	
23	Targeted Victory	
	<p>No prospect</p>	
24	Nation Builder	
	<p>Potential prospect in the medium-longer term but no revenue details yet available</p>	
	OPERATIONS	
25	Staffing	
	<p>New hires:</p> <p>Matt Oczkowski (please ask Krystyna if having problems pronouncing his surname) – product developer with focus on political product development and based in DC. To commence in November</p> <p><i>Subsequent to meeting likely start date of 23 Nov was indicated</i></p> <p>Molly Schwickert– Head of Digital, starting 09/11, to liaise and overview AIQ and review Digital Marketing costs, Molly to visit London office in next 2-3 weeks</p>	



	<p>Paul Creasey –possible product development manager for commercial products in London - tbd</p> <p>New Project Managers – interviews in progress in DC and in London</p>	
26	Software	
	<p>Agreed that Asana and Smartsheet serve different purposes</p> <p>JC to organise training on ASANA with PWB, JH and KK</p> <p>Smartsheet – really only a glorified “Excel” and to be replaced by Asana and Google Sheets. (KW to break the news to AJAN)</p> <p>Slack – real-time messaging tool to reduce emails volume to be used for ongoing discussions</p>	
27	Sales Team	
	<p>Regular debriefs to be arranged after every sales trip</p> <p>SR to coordinate and allocate any requests from Sales team according to UK team workload</p> <p>All past client work to be stored on the NAS server Client Archive – Projects</p> <p>CA connect – different way of selling CA data offering to clients through CA Connect. Brochure/pricing schedule prepared for KtP sets out the new approach.</p> <p>For customised models and offering and creative production pricing in the 2015 Pricing document still obtains.</p> <p>Digital marketing costs in that document still a guide but can be flexible depending on needs of client.</p>	

CA list deal with KTP PAC--ATTORNEY CLIENT PRIVILEGED COMMUNICATION AND ATTORNEY PRIVILEGED WORK PRODUCT

From: "Levy, Larry" [REDACTED]
To: Alex Tayler [REDACTED], Brittany Kaiser
[REDACTED]
Cc: Alexander Nix [REDACTED]
Date: Tue, 18 Aug 2015 20:37:08 +0000
Attachments: DM-#4982583-v1-KTP_Pac-CA_list_agreement.DOCX (25 kB)

Alex,

Annexed is a form of a list swap/enhancement agreement to be used with Keep the Promise PAC. In order to ensure we are engaging in an appropriate arm's length negotiation I have set forth the costs and responsibilities in this agreement, which includes KTP paying CA \$1,500 per 100,000 names, as well as paying for all the vendor work. It may well be that once we really negotiate the cost of the vendor and back end review those costs are sufficient to obviate any direct payment to CA. Please take a look and send me any comments, then I'll send it to the attorney for KTP PAC, thus far it doesn't appear that they are interested in buying a full suite of services from CA. However, you'll note that we expressly allow them to share whatever names they get from CA with KTP I, and KTP I may want to share its lists down the road with the PAC.

Larry

—
LARRY LEVY
Counsel

[REDACTED]
BRACEWELL & GIULIANI LLP
[REDACTED]

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CA list deal with KTP PAC--ATTORNEY CLIENT PRIVILEGED COMMUNICATION AND ATTORNEY PRIVILEGED WORK PRODUCT

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Larry

—
LARRY LEVY
Counsel

[REDACTED]
BRACEWELL & GIULIANI LLP
[REDACTED]

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Subject: Fwd: Cambri
From: Alexander Nix [REDACTED]
Date: Wed, 21 Oct 20
To: Julian Wheatlan [REDACTED]
Brittany Kaiser <[REDACTED]>

OK 10am confirmed – please book big room and have office looking smart
Brittany – please can you change your flight
A

Alexander Nix
Director

[REDACTED]

SCL Group

[REDACTED]

scl commercial

scl defence

scl elections

scl social

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Please consider the environment before printing this e-mail

Begin forwarded message:

Subject: Re: Cambridge Analytica/ EU Exit

From: Arron Banks [REDACTED]

Date: 21 October 2015 08:12:12 GMT-4

[REDACTED]
[REDACTED]
[REDACTED]
To: Steve Bannon <steve@arc-ent.com>

Yes

Sent from my iPhone

On 21 Oct 2015, at 13:06, Steve Bannon [REDACTED] wrote:

10 am???

On Oct 21, 2015, at 1:03 PM, "Arron Banks" [REDACTED] wrote:

before lunch

On 21 Oct 2015, at 12:55, Steve Bannon [REDACTED] wrote:

Arron : Alexander is Cambridge's CEO.... he will be in the states with me but we will be dialed in by bridge line... our operating team will be at the company to present

Alexander will provide the address

What time works best for u?

On Oct 21, 2015, at 12:49 PM, "Arron Banks" [REDACTED] wrote:

Where do you want to meet Friday ?

A

Sent from my iPhone

On 21 Oct 2015, at 10:32, Steve Bannon [REDACTED] wrote:

Great

From: Arron Banks [REDACTED]
Sent: Wednesday, October 21, 2015, 5:35 AM
To: Steve Bannon
Cc: Matthew Richardson
Subject: Re: Cambridge Analytica/ EU Exit






Yep I'm
Good for Friday






Sent from my iPhone








On 20 Oct 2015, at 22:46, Steve Bannon [REDACTED] wrote:





Arron: can u do a meeting this friday?








CAMBRIDGE ANALYTICA







	Project Name	Project Value	Start Date	End Date	PM	Status	Issues	Action Required
	Goldline		Jan-16		MA/KK	Active	Mostly a positive feedback.	Sending a revised version today.
	Relationship Enrichment Collaborative (REC)	Expected ad spend (\$1.1 million)	Apr-16		HE	Active	SOW written for additional data modelling.	
	National Shooting Sports Foundation (NSSF)	Research, Data Analytics and Digital Marketing Estimated value \$3,45+\$180k+\$ 1,9mln	05-Apr		MO/P WB/ MA	Active	Reporting – new proposal sent. Haven't heard from client.	Meeting to be scheduled next week.
	FCCC (NRA TTV/ The Herald Group)	\$855,000	05-Apr		PWB/ MO	Completed		
	Ackerman	Research/Data	June-16		PWB	Active	Waiting on invoice to be paid.	

	McQueen	Analytics/DM						
	YouDecide.com	Data Modelling			HE	Active	<p>Delivered email banners last week. Banners being checked by the legal team.</p> <p>BK – sales manager for this account.</p> <p>Direct mail – ongoing discussion on design and audiences.</p>	
	Portillos/Berkshire Partners	\$84,000			PK	Active	<p>Final stage of modelling.</p> <p>Progressing well.</p>	.
	TrackHero/Berkshire Partners				PK/AW	New		
	Reclaim NY				JH	Active	<p>No update.</p> <p>Expecting to provide client with a survey and data modelling in near future.</p>	
	ECI				EC	Active	Decided to carry on the project.	

									Return on ad spend has improved.	
	National Association for Gun Rights			Oct-16			TE	Active	Proposal has been submitted and awaiting feedback.	
	Marysia Swim					DM	EC	Active		
	American Conservative Union			Dec-16		Digital Marketing	PK	Active		
	VHHA			Jan-16		Data Analytics	TE	New	Survey has been launched. To be supplemented with live calls later on. 4000 responses expected Oleg is running data matching on the responses already received.	
	Polis			Jan-16		Data Analytics		New	Progressing well.	
	One Taste			Jan-16			EC	New	Data files received. Additional information to be added.	

	UEFA						TE	New	Matching process	
	EVIIVO	Data Analytics and DM					PK	New	Contract is being put together.	
									The client is a start-up booking platform for hotels.	
									Kick off meeting next week.	
ROW										
	Kenya		Ongoing				SR/JH	Active	Going well.	
INTERNAL DEVELOPMENT										
	Documentation library/Intranet		Ongoing				PK	Active	Implementing new software.	

Cambridge Analytica								
	Project Name	Project Value	Start Date	End Date	PM	Status	Issues	Action Required
	Cruz		March-15		SR		1. Payments	1. SR to have a call regarding o/s invoices on 22/12
	Carson	\$534,835	May-15		JH		1. New Project Manager 2. 2 invoices still not paid	1. To hire a PM (MM) 2. SR to schedule a call with Barry to confirm cheque was sent last week
	Humane Society	\$62,000	Jan-15		KK		none	none
	Philanthropy Round Table	\$374,113.00	Sep-15		PWB		1. Invoice overdue	1. PWB/ AT to follow up
	Heritage Foundation	\$20,000	Dec-15		KK/JH		1. Managing digital advertising campaign	1. Molly to manage digital campaign services
	KTP I	\$292,000	Nov-15		KK		1. Contract	1. KK to check if contract has been signed
	Roy Blunt	\$24,000.00	Oct-15		HM		none	none

	The Thom Thills Committee	\$25,000			SR		1. Outstanding invoice	1. Should be paid by the end of the year
	PCI	\$26,000	Oct-15		JH MS		1. Molly in charge of digital ad spend, low number of subscribers	1. To reach a minimum of 200 subscribers (MS)
	Leave EU	Total value: approx. £1mln = \$1.5mln	Dec-15		JW PWB		1. Contract in agreed form (meeting the client 1 st week of Jan)	1. Report to be produced (PWB)
	Carson Connect	\$29,000	Dec-15		EK		1. Invoice still not paid	1. SR/ JH to chase payment
	California Chamber of Commerce	No value (Charity pot)	15-Jan		LK/JH		No issues	No issues
	Goldline	\$53,000					1. Contract	1. Contract to be signed in Jan (JW)

SCL Social							
	Project Name	Project Value	Start Date	End Date	PM	Status	Issues
	Kenya	\$10,000	Dec-15	April-16	SR/JH	Active	<div> <div>1. Review the need and cost of services provided by Dr Kiss</div> <div>2. Dashboard</div> </div>
							<div> <div>1. To discuss capacity of data team with Josh (research and data analysis)</div> <div>2. JH, KW, JB to discuss dashboards (factors to consider: agreed budget, timelines and in-house capacity).</div> </div>



Memorandum

To: Cambridge Analytica, LLC
From: Chief Executive Officer
Date: October 7, 2014
Re: Anti-Coordination Firewall Policy

In accordance with Federal Election Commission ("FEC") regulations (11 C.F.R. § 109.21(h)), **CAMBRIDGE ANALYTICA, LLC** ("Cambridge") has adopted the following internal Firewall Policy applicable to all employee or consultant communications internally and with clients operating in the world of federal campaigns, politics, and issue advocacy. Each employee, independent contractor, consultant, agent or other representative of Cambridge ("Cambridge personnel") shall be governed by this Firewall Policy and must agree to be bound by its restrictions as a term of employment or continued retention. This Firewall Policy is intended to supplement the requirements regarding client confidentiality and professionalism to which all Cambridge employees already adhere.

This Firewall Policy accords with federal rules restricting certain communications between federal candidates, political parties and outside entities through retained "common vendors," and its purpose is to prevent the improper disclosure (either intentional or inadvertent) of material information regarding the strategies, plans, projects, activities, or needs of federal candidates and/or political parties (national, state, and local) to other clients who might make use of that information to develop or distribute their own communications.

This policy applies to all Cambridge personnel because you are in a position to possess information that may potentially be used to facilitate "coordination" between and among Cambridge clients. In addition to having information about a client's general political or issue advocacy strategies, plans, projects, activities, or needs, you may also have specific knowledge about a client's proprietary media strategy, including information regarding:

- The content of a communication;
- The intended audience for a communication;
- The means or mode of a communication;
- The specific media outlets used for a communication;
- The timing of a communication;
- The frequency of a communication; and
- The length of time an advertisement will be distributed.

Conveying these types of information from one client to another client could subject both clients, Cambridge, and you individually to legal liability.

For these reasons, Cambridge has adopted the following internal policies and procedures, applicable from the date of this memorandum through the end of the current federal election cycle. Cambridge clients will be divided into three categories: federal candidates; political parties; and outside entities.

- An “outside entity” is any person or organization that is *not* a federal candidate, a federal candidate’s committee, or a political party committee. An “outside entity” could be a traditional political action committee or an independent expenditure committee, a Section 527 organization that is registered only with the IRS, a Section 501(c)(3) or (c)(4) organization, a labor union, a trade association, any other non-profit or for-profit organization, or even an individual that wishes to engage in political or issue advocacy.

As a general matter, Cambridge management will designate staffing assignments. For specific guidance about the implementation of this policy or questions about its applicability to particular facts or circumstances, please consult with Sabhita Raju who will be responsible for answering questions or consulting legal counsel as necessary.

(1) Cambridge Personnel Working For a Federal Candidate Client

Cambridge personnel working on behalf of Cambridge for a federal candidate client are strictly prohibited from discussing with, or otherwise conveying information about that client to, any person (within or without Cambridge) who performs work and services for, or who is otherwise associated with, a political party or any outside entity that pays for, or is considering paying for, the production or dissemination of public communications mentioning or referring to the same federal candidate, or an opponent of that federal candidate.

This prohibition includes the sharing, discussing, or conveying of any and all information relating to the strategies, plans, projects, activities, or needs of a federal candidate or political party client that might be of value to an outside entity interested in sponsoring communications mentioning or referring to that same federal candidate, the federal candidate’s opponent, or any political party.

Cambridge personnel working on behalf of Cambridge for a federal candidate client shall not simultaneously provide work or services to any political party or outside entity that has, will, or may reasonably be expected to, distribute public communications referencing that same federal candidate, or the federal candidate’s opponent.

One must be careful not to communicate anything about your work for a federal candidate with a committee operating in the same jurisdiction as the candidate, including national, state, and local committees.

Employees who work exclusively as technicians, such as camera operators; telephone operators, including those making calls to conduct surveys, polls, or get out the vote; and clerical personnel are not privy to the strategic plans of a client’s campaign and therefore not subject to the strict prohibitions in this policy. As such, they may work on multiple

campaigns, but must still adhere to Cambridge's policies regarding client confidentiality. Such employees should not discuss work performed for a federal candidate with other Cambridge personnel, other than her, or his immediate supervisor.

(2) Cambridge Personnel Working For a Political Party Client

Cambridge Personnel working on behalf of Cambridge for a political party client are strictly prohibited from discussing with, or otherwise conveying information about that client to, any person (within or without Cambridge) who performs work and services for, or who is otherwise associated with, any outside entity that pays for, or is considering paying for, the production or dissemination of public communications mentioning or referring to the political party or candidates of the political party. This prohibition includes the sharing, discussing, or conveying of any and all information relating to the strategies, plans, projects, activities, or needs of a political party client that might be of value to an outside entity interested in sponsoring communications mentioning or referring to the political party candidates of the political party.

In addition, Cambridge personnel working on behalf of Cambridge for a political party client are strictly prohibited from discussing with, or otherwise conveying information about that political party client to, any person (within or without Cambridge) who performs work and services for, any federal candidate client who is (or could be) the subject of public communications or get-out-the-vote efforts sponsored by the political party client. This prohibition includes the sharing, discussing, or conveying of any and all information relating to the strategies, plans, projects, activities, or needs of a political party client that might be of value to a federal candidate client who is (or could be) the subject of public communications or get-out-the-vote efforts sponsored by the political party client.

Cambridge personnel working on behalf of Cambridge for a political party client shall not simultaneously provide work or services to any (i) outside entity client that pays for, or is considering paying for, the production or dissemination of public communications mentioning or referring to the political party or candidates of the political party; or (ii) federal candidate who is (or could be) the subject of public communications or get-out-the-vote efforts sponsored by the political party client.

Employees who work exclusively as technicians, such as camera operators; telephone operators, including those making calls to conduct surveys, polls, or get out the vote; and clerical personnel are not privy to the strategic plans of a client's campaign and therefore not subject to the strict prohibitions in this policy. As such, they may work on multiple campaigns, but must still adhere to Cambridge's policies regarding client confidentiality. Such employees should not discuss work performed for a political party with other Cambridge personnel, other than her, or his immediate supervisor.

(3) Cambridge Personnel Working For An Outside Entity Client That Sponsors Political or Issue Advocacy Advertising

Cambridge personnel working on behalf of Cambridge for an outside entity client that distributes public communications mentioning a federal candidate or political party are strictly prohibited from discussing, or otherwise conveying information about that outside entity client, with any person (within or without Cambridge) who performs work and services for, or who is otherwise associated with, that federal candidate or political party.

Cambridge personnel working on behalf of Cambridge for an outside entity client that distributes public communications that in any way mention or reference a federal candidate for office, or a political committee, shall not simultaneously provide work or services for the federal candidate or political committee mentioned or referenced.

Employees who work exclusively as technicians, such as camera operators; telephone operators, including those making calls to conduct surveys, polls, or get out the vote; and clerical personnel are not privy to the strategic plans of a client's campaign and therefore not subject to the strict prohibitions in this policy. As such, they may work on multiple campaigns, but must still adhere to Cambridge's policies regarding client confidentiality. Such employees should not discuss work performed for an outside entity client with other Cambridge personnel, other than her, or his immediate supervisor.

(4) General Matters

On a case-by-case basis, and in consultation with legal counsel, Cambridge may determine that a specific client does not present any possibility of conflict. For example, in situations where the interests of one client do not overlap with the interests of any other client in a way that could result in a "coordinated communication," the firewall policy contained herein may not be necessary within Cambridge, however, the restrictions regarding communication of information with outside persons or entities would still apply. In such cases, the restrictions set forth above may be inapplicable. Cambridge personnel will be advised if any exceptions to this policy are made. A record will be maintained that contains fact specific information regarding why the exception was made.

Situations may arise in which Cambridge determines that it may best protect the interests of one or more clients by requiring that an employee, consultant, vendor, or independent contractor that has previously performed work or services for one client not perform work and services for another certain client until a federally-mandated period of 120 days has passed. Such determinations will be made on a case-by-case basis in consultation with legal counsel and affected clients.

Cambridge will take steps to ensure that internal documents relating to federal candidate clients and political party clients are segregated from internal documents relating to outside entity clients.

Cambridge currently employs or retains persons who perform functions that do not involve the formulation of strategy or creative content. Such Cambridge personnel may provide such services to all Cambridge clients. However, such Cambridge personnel shall not convey any strategic or creative information pertaining to any clients to any Cambridge personnel that are subject to the firewall policy restrictions set forth above. Other Cambridge personnel are expected to respect this policy and not request information in contravention of this policy.

Cambridge will consult regularly with legal counsel regarding the continued maintenance of this firewall policy. This policy is subject to revision due to changed circumstances, or changed legal guidelines.

This policy will be distributed to all of Cambridge's current and future employees, independent contractors, consultants, clients, and agents.

Every current employee, consultant, agent, or independent contractor is required to read and return a signed copy of this policy to Ben Coe. New employees, consultants, agents or independent contractors will be required to read and return a signed copy of this policy to Ben Coe as a condition of being hired or retained.

If you have any questions about this policy, please contact Sabhita Raju.

This policy was adopted on October 7, 2014 by Cambridge.

For CAMBRIDGE ANALYTICA, LLC

Alexander Nix, Chief Executive Officer October 7, 2014

I have received a copy of this policy, read and understand its terms, and agree to abide by its restrictions and requirements. If I have any questions about this policy, or how to apply it to my work, I understand that I should contact Sabhita Raju, prior to sharing any information learned from my work with a Cambridge client.

Name, Printed

Signature

Date

SERVICES AGREEMENT

SERVICES AGREEMENT dated ~~14th~~ _____ day of September 2015 (this "Agreement")
between:

- (i) Hatton International Limited, a company registered in the United Kingdom ("Hatton"), _____

- (ii) ~~Aggregate IQ Data Services Limited, a company registered in British Columbia ("AIQ"), whose registered office is at 320-1070 Douglas Street, Victoria BC, V8W-2C4, utilizing as its prime sub-contractor Cambridge Analytica, ("CA") a Delaware limited liability company ("CA"), as Hatton's prime sub-contractor under this Agreement,~~ with its principal executive office at The Corporation Trust Company, _____ ~~19801, (herein after referred to as "Service Provider" or "Cambridge Analytica")~~ 19801; and
- (iii) Donald J. Trump for President (the "Client" and together with Hatton and CA, the "Parties" and each, individually, a "Party"), with its principal executive office at _____ ~~(herein after referred to as the "Client").~~

WITNESSETH:

WHEREAS, the Client desires to engage ~~the Service Provider~~ Hatton to provide services as described in this Agreement, including ~~the Service Provider~~ Hatton's use of CA as the prime sub-contractor and ~~the Service Provider agrees~~ each of Hatton and CA agree to provide the Client with such services in consideration of the Client's execution, delivery and performance of this Agreement;

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, it is hereby agreed:

1. **Appointment.** The Client hereby appoints AIQ Hatton as its provider of the Services ~~from 14th~~ (as defined below) for a term commencing on the _____^h day of September 2015 (the "Effective Date") ~~of this Agreement for a term and~~ ending on ~~November 30,~~

~~2016, the Termination Date (as defined below), unless extended by mutual agreement of the Client and AIQ or terminated earlier in accordance with the terms of Section 6 of this Agreement~~ all the Parties (the "Term").

2. **Services.** ~~AIQ, or CA, its prime subcontractor~~ Hatton or CA (each a "Service Provider" when providing Services under this Agreement to Client) will provide to the Client the services identified on Appendix A to this Agreement (the "Services").

3. **Fees.** The Client will pay ~~AIQ~~ Hatton the fees (the "Fees") identified on Appendix A to this Agreement. The Fees will be payable within ~~thirty~~ twenty (~~30~~ 20) days after the Client's receipt of each monthly invoice from ~~AIQ~~ Hatton, which invoice will indicate ~~fee~~ the fees and services ~~delivered by AIQ. AIQ~~ rendered by Hatton and/or CA. Hatton shall issue invoices to the Client per the payment schedule outlined in Appendix A. All amounts owing to ~~AIQ~~ Hatton under this Agreement shall be paid by the Client to ~~AIQ~~ Hatton in full without any set-off, counterclaim, deduction or withholding, in accordance with the payment schedule detailed in Appendix A.

4. **Intellectual Property Ownership; Confidentiality.** (a) All Data (as defined below) and Analyzed Datasets (as defined below) purchased, developed or otherwise obtained prior to and during the ~~Effective Date~~ Term either by or on behalf of ~~AIQ~~ Hatton or CA, respectively, all Work Product related thereto, and all intellectual property and other rights therein and thereto, shall be owned exclusively by ~~AIQ~~ Hatton or CA respectively, ~~pursuant to their existing agreements and existing intellectual property rights.~~ Raw Data provided by Client to ~~AIQ~~ Hatton or CA, or procured by ~~AIQ~~ Hatton or CA for the benefit of Client and invoiced to Client for the cost of such acquisition, shall be owned jointly by Client and either ~~AIQ~~ Hatton, or CA depending on which entity procured said raw data upon the termination of this Agreement. The jointly owned data shall include lists of donors and volunteers that have been enhanced by the verification of pedigree information or recent donor activity. Analyzed datasets, modeled scoring and creative content produced pursuant to this Agreement during the Term shall be (i) owned by CA from and after the Effective Date ~~shall be owned by CA and (ii) licensed to Donald J. Trump for President for the duration of the Client and Hatton during the Agreement~~ Term. Neither the Data, the Analyzed Data Sets, nor any Work Product created therefrom or created in connection therewith shall be considered a "work made for hire" as that term is defined under the Copyright Act of 1976, as amended.

(b) The Client ~~shall treat all Data, Analyzed Datasets, and Work Product as~~ and Hatton shall, and shall cause its respective affiliates to, maintain the confidentiality of, and not use for their own benefit or the benefit of any other person or entity (except as and to the extent permitted by the terms of this Agreement), any Confidential Information. The Client, and Hatton shall not disclose the Confidential Information to the public or third parties, and shall ~~keep confidential such Confidential Information as set forth in this Agreement and using each use~~ protections no less protective than those used by the Client and Hatton to protect its own respective confidential information. The Client and Hatton shall use the

Confidential Information. ~~The Client shall use Data, Analyzed Datasets, and Work Product solely for its own internal purposes and shall not share, re-sell, rent, lease, disclose or distribute same to the public or any third parties without the prior express written consent of Cambridge Analytica CA.~~

(c) Notwithstanding subparagraph (b) above, ~~AIQ may share and utilize CA provided confidential and propriety information regarding Data, Analyzed Data Sets and work product with Donald J. Trump for President during the term of this Agreement, provided AIQ and Donald, J. Trump for President execute the confidentiality and nondisclosure agreement annexed hereto as Appendix B for the benefit and protection of prime sub-contractor CA during the Term, Hatton may share with the Client and utilize Confidential Information for the benefit of the Client to the extent related exclusively to the Data, Analyzed Datasets and Work Product. The Client and Hatton agree to be bound by the intellectual property and confidentiality provisions within this Agreement and Appendix B. For the avoidance of doubt, Appendix A and Appendix B are incorporated by reference into this Agreement and this Agreement, Appendix A and Appendix B contain the entire agreement between the Parties with respect to the subject matter hereof.~~

(d) As used herein in this Agreement, the following terms have the following meanings:

~~"Data" shall mean information relating to behavioral, microtargeting, electoral or behavioral analysis, voter files, demographic information, and customized hardware configurations;~~

~~"Supporter" shall mean any individual that responds to a call to action to support Client by providing at least one piece of their personal identification information, and at least one piece of their personal contact information. Personal identification information may include initials, forename, surname, contact information may include, cell number, landline, phone number, email address; and~~

"Analyzed Dataset" shall mean any Data that has been subsequently processed, augmented, groomed, interpreted or appended with predictive scoring by equipment or methods developed by ~~Cambridge Analytica CA~~, including any recommended messaging;

"Confidential Information" shall mean any technical and business information relating to CA's proprietary ideas, patentable ideas, copyrights and/or trade secrets, existing and/or contemplated products and services, software, schematics, research and development, production, costs, profit and margin information, finances and financial projections, customers, clients, marketing, and current and future business plans and models, regardless of whether such information is designated as "Confidential Information" at the time of its disclosure. Confidential Information includes, but is not limited to, Analyzed Dataset, Data and Work Product.

"Data" shall mean information relating to behavioral, microtargeting, electoral or behavioral analysis, voter files, demographic information, and customized hardware configurations; and

"Work Product" shall mean all word product and deliverables created, prepared, produced or delivered by or on behalf of ~~Cambridge Analytica~~CA under this Agreement and, including, without limitation, data, reports, results, analyses, evaluations, conclusions and other documents, records and materials in all forms and media.

5. **Representations, Warranties and Covenants.** Each ~~party~~Party represents and warrants to and covenants with the other ~~party~~Parties that (i) it has all requisite power and authority to execute, deliver and perform this Agreement, (ii) it has duly authorized, executed and delivered this Agreement and this Agreement is its legal, valid and binding obligation enforceable against it in accordance with its terms, (iii) the execution, delivery and performance of this Agreement will not violate or breach any provision of any other agreement, law or order to which it is subject, (iv) it holds all necessary permits, licenses and consents to conduct its operations and to perform this Agreement and (v) it shall conduct its operations in accordance with all applicable laws and regulations.

6. **Termination.** (a) ~~Either party~~This Agreement shall terminate upon the earliest to occur of the following and such date shall be referred to as the "Termination Date":

(i) Termination of that certain pilot program between the Client and CA, as more specifically detailed in Appendix A to this Agreement;

(ii) November 30, 2016;

(iii) Client, on the one hand, and Hatton and/or CA, on the other hand, may terminate this Agreement on thirty (30) days' prior written notice ~~in writing to the other party, with the termination to take effect on the 30th day after notice has been delivered;~~ if the other party is in material breach or continuing breach of any provision of this Agreement and such breach, if capable of remedy, is not remedied within ten (10) days after receipt by the defaulting party of notice of the breach. ~~In addition, either party, with the termination to take effect on the 30th day after notice has been delivered;~~

(iv) Client, on the one hand, and Hatton and/or CA, on the other hand, may terminate this Agreement on thirty (30) days' prior written notice ~~predicated on~~upon the other party's gross negligence in ~~the~~its performance of the duties and/or responsibilities ~~of~~under this Agreement; and

(v) if the Client withdraws from being an active candidate for President of the United States, either through public statements or the filing of legal documents.

(b) The ~~Agreement will terminate on November 30, 2016.~~(c) ~~The~~Client acknowledges that a failure to make timely payment of Fees, as detailed in Appendix ABA, shall be a material breach of this Agreement.

~~(d) In the event that the Client's candidate withdraws from being an active candidate for President of the United States, either through public statements or the filing of legal~~

~~documents, the contract shall immediately be terminated. (e)(c)~~ Upon any termination of this Agreement ~~by AIQ~~, the Client shall pay to ~~AIQ~~Hatton all fees due and owing to ~~AIQ~~Hatton and its subcontractors through the date of termination, in accordance with the schedule in Appendix ~~ABA~~, including any fees owing but not yet billed at the time of the termination, and reimburse ~~AIQ~~Hatton for all expenses ~~AIQ~~Hatton and its subcontractors incurred in providing the Services under this Agreement. Upon any termination, Sections 4, 5, 7, 14, 15, 16, 17 and this Section 6 of this Agreement shall survive and continue in full force and effect.

7. **Indemnification.** Each ~~party~~ ~~("Such Party (the "Indemnifying Party")~~ shall indemnify, defend and hold the other ~~party~~Parties and ~~its~~their respective directors, officers, members, employees, independent contractors, licensees, affiliates, successors, assigns and agents, harmless from and against all claims, liabilities, damages, costs and attorneys' fees arising from any breach by ~~Such~~the Indemnifying Party of any representation, warranty, covenant or other agreement made by ~~Such~~the Indemnifying Party under this Agreement. The foregoing indemnity shall survive the termination or expiration of this Agreement. ~~AIQ~~Hatton and its subcontractors, ~~AIQ~~ will adhere to CAN-SPAM and other relevant federal and state data compliance regulations in relation to the provision of the Services set out in Appendix A, and shall indemnify and hold the Client harmless for any third party claims related to the Services.

8. **Modification.** This Agreement , including the Appendices annexed hereto sets forth the entire understanding of the ~~parties~~Parties relating to the subject matter hereof and supersedes and cancels any prior communications, understandings and agreements between the ~~parties~~Parties. This Agreement may not be modified or changed nor any of these provisions be waived except by a writing signed by all ~~parties~~Parties.

9. **Successors and Assigns.** ~~Neither party~~No Party may assign any rights or obligations under this Agreement without the prior written consent of the other ~~party~~Parties. Any purported assignment without ~~such~~the consent of ~~a Party~~all Parties shall be null and void. The benefits of this Agreement shall inure to the respective successors, heirs, estates and permitted assigns of the ~~parties~~Parties hereto and their successors and permitted assigns and the obligations and liabilities assumed under this Agreement by the ~~parties~~Parties hereto shall be binding upon their respective successors, heirs, estates and permitted assigns.

10. **Provisions Severable.** If any provision or covenant of this Agreement is held by any court to be invalid, illegal or unenforceable, either in whole or in part, then such invalidity, illegality or unenforceability will not affect the validity, legality or enforceability of the remaining provisions or covenants of this Agreement, all of which will remain in full force and effect to the maximum extent allowed by law.

11. **Waiver.** Failure of ~~either party~~any Party to insist, in one or more instances, on performance by ~~the~~any other Party in strict accordance with the terms and conditions of

this Agreement will not be deemed a waiver or relinquishment of any right granted in this Agreement or of the future performance of any such term or condition or of any other term or condition of this Agreement, unless such waiver is contained in a writing signed by the ~~party~~Party making the waiver and specifically referencing this Agreement.

12. **Notices.** All notices to the respective ~~parties~~Parties hereto shall be addressed as follows, or to such other address as may be hereafter notified by the respective parties hereto.

If to ~~Service Provider (AIQ):~~Hatton:

~~Aggregate IQ Data Services Limited, 26 Bastion Square, Third Floor Burnes House,
Victoria, BC, V8W 1H9~~

[REDACTED]

If to ~~Service Provider (CA):~~

[REDACTED]

If to Client:

Donald J. Trump for President, [REDACTED]

~~If to Third Party Provider:~~

Any notice, request, demand, claim, or other communication hereunder shall be deemed duly given: (i) if personally delivered, when so delivered; (ii) if mailed, five (5) business days after having been sent by first class, registered or certified U.S. mail, return receipt requested, postage prepaid and addressed to the intended recipient as set forth above; or (iii) if sent through a nationally recognized overnight delivery service which guarantees next day delivery, the business day following its delivery to such service in time for next day delivery.

13. **Counterparts.** This Agreement may be executed simultaneously in two (2) or more counterparts, each of which will be deemed an original. Signature pages delivered by PDF or other electronic transmission shall be legal, valid and binding delivery.

14. **Governing Law.** This Agreement shall be governed by the laws of the State of New York without regard to principles of conflicts of laws. EACH PARTY CONSENTS THAT ANY LEGAL ACTION OR PROCEEDING AGAINST IT UNDER, ARISING OUT OF OR IN ANY MANNER RELATING TO THIS FACILITATION AGREEMENT, OR ANY OTHER INSTRUMENT OR DOCUMENT EXECUTED AND DELIVERED IN CONNECTION HERewith, SHALL BE BROUGHT EXCLUSIVELY IN ANY COURT OF THE STATE OF NEW YORK OR IN THE UNITED STATES DISTRICT COURT FOR THE SOUTHERN DISTRICT OF NEW YORK, IN EACH CASE, IN THE COUNTY OF NEW YORK. EACH PARTY EXPRESSLY AND IRREVOCABLY CONSENTS AND SUBMITS TO THE PERSONAL JURISDICTION OF ANY OF SUCH COURTS IN ANY SUCH ACTION OR PROCEEDINGS. EACH PARTY AGREES THAT PERSONAL JURISDICTION OVER IT MAY BE OBTAINED BY THE DELIVERY OF A SUMMONS (POSTAGE PREPAID) IN ACCORDANCE WITH THE PROVISIONS OF SECTION 12 OF THIS AGREEMENT. ASSUMING DELIVERY OF THE SUMMONS IN ACCORDANCE WITH THE PROVISIONS OF SECTION 12 OF THIS AGREEMENT, EACH PARTY HEREBY EXPRESSLY AND IRREVOCABLY WAIVES ANY ALLEGED LACK OF PERSONAL JURISDICTION, IMPROPER VENUE OF FORUM NON CONVENIENS OR ANY SIMILAR BASIS.

15. **Arbitration.** (a) ~~AIQ and the Client~~ The Parties agree that any and all disputes arising under or pertaining to this Agreement, including disputes regarding billing and expenses and scope and nature of services, shall be resolved, if possible, by non-binding mediation conducted by a mutually acceptable mediator in New York County, New York City, New York. The mediation process may be initiated by a written request with a list of acceptable mediators, with preference given to neutral former state or federal judges.

(b) ~~AIQ and the Client~~ The Parties also agree that in the event that mediation is not successful, any and all disputes arising under or pertaining to this engagement, including disputes regarding billing and expenses and scope and nature of services, shall be conducted according to the Federal Arbitration Act and, to the extent not inconsistent, under the "2007 Rules for Non-Administered Arbitration" adopted by the International Institute for Conflict Prevention & Resolution (www.cpradr.org).

(c) The arbitration will be conducted by three arbitrators, with preference given to neutral former state or federal judges. Venue and choice of law of the arbitration shall be in New York County, New York City, New York. ~~AIQ and the Client~~ The Parties agree and recognize that the arbitration process includes, among other things, a waiver of the right to a jury trial, waiver of the right to an appeal, waiver of the right to broad discovery under the Federal Rules of Civil Procedure, and will involve upfront costs and expenses.

(d) The costs and expenses of the mediators and arbitrators, along with other costs and expenses associated with the proceedings, shall be split equally between the ~~parties~~ Parties.

Each ~~party~~Party shall bear its own costs and expenses, including attorneys' fees and other costs associated with the presentation of its case.

16. **Expenses.** Each ~~party~~Party shall bear its own expenses incurred in connection with the negotiation, execution, delivery and performance of this Agreement. ~~Subject to prior-written agreement the~~The Client shall reimburse ~~AIQ~~Hatton for all reasonable and necessary expenses incurred by ~~AIQ~~Hatton and ~~its prime subcontractor~~CA in the performance of the Services under this Agreement, which expenses are included in the fee structure outlined in Appendix ~~BA~~A, and shall be billed in accordance with such ~~Schedule~~Appendix ~~ABA~~.

17. **No Partnership or Agency.** Nothing in this Agreement is intended to, or shall be deemed to, constitute a partnership or joint venture of any kind between the ~~parties~~Parties, nor constitute ~~either party~~any Party the agent of ~~the~~any other ~~party~~Party for any purpose. ~~Neither party~~No Party shall have authority to act as agent for, or to bind, ~~the~~any other ~~party~~Party in any way.

18. **Entire Agreement.** Appendix A and Appendix B attached hereto are incorporated by reference. This Agreement, including Appendix A and Appendix B contain the entire agreement and understanding between the Parties with respect to the subject matter hereof and supersede all prior discussions and agreements among the Parties, both written and oral, with respect to the subject matter hereof, and contain the sole and entire agreement among the Parties with respect to the subject matter hereof.

IN WITNESS WHEREOF, the ~~parties~~Parties have duly executed and delivered this Agreement effective as of the date first set forth above.

~~Aggregate IQ Data Services~~Hatton International Limited

By: _____

—Name: Zackary Massingham

—Title: President

—Date: _____

~~Cambridge Analytica LLC~~

~~By: _____~~

~~— Name: Alexander Nix~~

~~— Title: Director~~

~~— Date:~~

~~[Third Party Provider]~~

By: _____

Name:

Title: President

Date:

Donald J. Trump for President

By: _____

Name:

Title:

Date:

Cambridge Analytica LLC

By: _____

Name: Alexander Nix

Title: Director

Date:

APPENDIX A

Pilot Project parameters:

~~Service Provider~~ Hatton, through CA (its prime sub-contractor) will undertake a data-driven pilot project for the Client, based on identified groups of individuals likely to support or make donations to the Client, made up of individuals on the applicable Service Provider's database. Likely supporters and donors will be clustered into groups and targeted with customized messaging and imagery. In both cases, individuals will be driven to a landing page ~~(s) and opted into transactional messaging sequences aimed at~~ for supporter and donation acquisition.


The Pilot Project will initially operate for 60 days from the date the applicable Service Provider gives Client written notification that it has been provided the necessary access to information by Client and has completed the first stage of data analytics, with such period not being longer than 5 business days after receipt of Client's information. The Pilot Project may only be terminated for cause, as provided in Section 6 of the subject Agreement.

Thereafter, the Pilot Project will automatically renew for additional periods of 30 days each, unless written notification is given that a Party intends to terminate the Pilot Project, no less than 20 days prior to the proposed end date.

The project will be comprised of the following services, requirements and fees:

1. **Data Services**

~~The Service Provider~~ Hatton, through CA (its prime sub-contractor), will provide the following data services aiming to register new supporters and gain donations for the Client nationally:

- Periodic bi-monthly analytics reports on ~~target voters~~ supporter and donor profiles. ~~Includes turnout, persuasion, ideology, issue prioritization and personality scores.~~ engagement progress.
- Ongoing analytics ~~up to 950 days~~, including segmentation of target audience groups across all states, integration of campaign audience contact data, and ongoing refinement of audience personality profiles by cross-reference to wider quantitative research undertaken by CA. Ranking of priority issues will be continually refined through CA's ongoing national ~~survey~~ audience groups using CA's proprietary methodology survey; group segmentation will be adapted to suit campaign priorities and needs.
- A team of analysts selected and managed by Hatton and CA will be available remotely to the campaign to refine and present analytics findings and recommendations on how the campaign could apply the results across its campaign outreach and engagement channels to ~~attract~~ attract new supporters and donors. Data visualization through customized applications will be developed during the term of the Pilot Project to enable the campaign to access data findings. 
- Presentation of analytics findings and recommendations on how the

campaign could apply the results across its campaign outreach and engagement channels to attract new supporters and donors.

2. Digital Campaign Management, creative services and reporting

Supporter identification and donation solicitation will be achieved through highly targeted digital messaging designed to engage and persuade potential supporters to pledge their support and/or to donate through an agreed webpage(s), to be developed jointly by Client, Hatton, and ~~Service Provider~~ CA. The applicable Service Provider will develop communication materials for all web advertisement and share with the ~~campaign~~ Client for signoff on publication and distribution.

- The applicable Service Provider's team of online marketers, graphic designers, and website ~~architects-developers-and~~ will provide creative guidance on the production of related communication ~~collateral~~. Materials ~~could include canvassing scripts, web ads and direct mail, all~~ will be designed to appeal to specific target groups of ~~prospective or existing~~ supporters ~~and~~ and donors. L
SEP
- Periodic bi-monthly reports identifying the number of new supporters and donors actively engaged through the digital outreach program (assuming access to relevant data shared with the applicable Service Provider by the Client, as outlined in ~~section~~ Section 3 below).

3. Requirements

Services to be provided under this Agreement shall commence upon receipt from the ~~Client~~ applicable Service Provider of the data and information included in the existing house file of the Client, inclusive of donors, members and social media contacts. The Client agrees to provide the applicable Service Provider with administrative access to relevant online resources, including website(s), Facebook and other social media accounts. The Client agrees to give the applicable Service Provider access to all branding and creative content, inclusive of logos, graphics, color palette, images, taglines, phrases, priority issues and slogans. The Client agrees to inform the applicable Service Provider of all processes to integrate online presence for digital outreach and mail vendors. The Client agrees to give the applicable Service Provider administrative access to the ~~backend of the bespoke website~~ website so as to develop and publish supporter and donation pages for tracking and monitoring purposes. The Client and the applicable Service Provider additionally agrees to confirm in writing ~~on~~ the level or cost of digital advertisement buys the Client and CA have agreed to be made per month on behalf of the Client. Individual contact data and related information collected by the Client through the outreach and engagement phase will be provided to the applicable Service Provider to facilitate ongoing analytics support and post-analysis.

~~Attribution will be claimed on~~ The applicable Service Provider shall be attributed the following:

Post-Click conversions (donations & emails) ~~within a 90-day window of~~ During the Term and for sixty (60) days thereafter, a user clicking on a search, display or social ad.

Post-Impression conversions (donations & emails) ~~within a 90-day window of~~ During the Term and for sixty (60) days thereafter, a user viewing a search, display or social ad.

Channel exclusivity on Facebook ~~and Display~~ as it relates to the scope of the ~~contact~~ Services Agreement (e.g. fundraising and supporter identification).

4. Schedule of Fees

The applicable Service ~~provider~~ Provider agrees to pay all external costs for media spend, with the budget each month for media buys to be agreed in writing between the applicable Service Provider and Client. The applicable Service Provider additionally agrees to meet all internal costs of the project, ~~including staff, consultants, third party service providers, media acquisition, advertising, platform licensing, software licensing, agency fees, and all other costs reasonably incurred.~~ ~~Both external and internal costs are~~ to be covered through commissions on donations raised. Client agrees to pay the applicable Service Provider a fee per new supporter gained, as well as a percentage of donations raised. To this end, Client and the applicable Service Provider agree that payment on this basis may extend beyond the term of this Appendix A or this Services Agreement ~~by up to 90 days based on the campaign attribution window or this Services Agreement~~, and that all relevant expenses and outlays by CA are considered part and parcel of the payments due to the applicable Service Provider. For the avoidance of doubt, net fees realized by Client after credit card fees, bank fees, and reporting fees have been accounted for and not gross donations amounts shall be used to calculate payments herein. Fees will be structured as follows:

- ~~Identified supporter~~ Data analytics modeling and remote support (per registered supporter) \$1.00 per new supporter and or new donor registered each month
- Donations fee before internal costs are met (monthly)*
100% of all donations received will be payable to Hatton until all "out of pocket" expenses for each Service Provider for ad buys, as well as expenses for: staff costs, including salary; and mail and telephone outreach expenses, if such are used.
- ~~Donations fee after internal costs are met (monthly)~~
~~15%~~ Once each Service Provider has been reimbursed for all of its expenses as provided immediately above, then 15% of all other donations received shall be payable to Hatton, with 85% of such donations payable to Client.

*If all internal costs and expenses are not covered through commissions on donations ~~after 180~~ within 60 days of the end of each monthly billing period, then Client agrees to ~~cover~~ pay all remaining fees and expenses of the ~~Service-Provider~~ applicable Service Provider. Should the Parties determine to terminate this pilot project, then Client shall be responsible for making all payments due and owing to the applicable Service Provider within 60 days of said termination, with 100% of all donations received by Client during said 60 day period and attributable to the prior efforts of the applicable Service Provider, paid to the applicable Service Provider until the applicable Service Provider is made whole, on or before the expiration of said 60 day period.

~~*attribution tracking on all DonaldTrump.com web pages.~~

Hatton shall invoice Client by the 10th day following each monthly billing cycle for costs and expenses from the prior month. To the extent sufficient funds have been raised through the Pilot Project, Client will promptly pay the invoice.

APPENDIX B

PRIME SUB-CONTRACTOR CONFIDENTIALITY AND INTELLECTUAL PROPERTY AGREEMENT

**Parties &
Purpose:**

Donald J. Trump for President (the "Client"), Hatton International Limited, a company registered in the United Kingdom ("Hatton"), and ~~AIQ, Parties to this Agreement, intend to contract with~~ Cambridge Analytica, a Delaware limited liability company (~~"CA"~~) ~~as its prime sub-contractor or Third Party Provider ("Third Party Provider")~~ (collectively "Parties" and, as Hatton's prime sub-contractor therein ("CA") are parties to that certain Services Agreement, dated as of September _____, 2015 (the "Services Agreement"). Each of Client, Hatton and CA shall each be individually a "Party"; and, collectively, the "Parties". The Parties recognize that ~~Third Party Provider~~ CA has brought the Parties together and facilitated ~~this~~ the Services Agreement, as such, for the benefit of Third Party Provider CA and in recognition of its role, the Parties execute this Appendix to ~~this~~ the Services Agreement to protect each Parties, including Third Party Provider's property rights. Moreover, the Parties agree not to contract directly with each other, other than pursuant to ~~this~~ the Services Agreement, for a period of one (1) year, absent the express written approval of Third Party Provider CA.

Term:

The ~~duration of this Agreement between Donald J. Trump for President and AIQ~~ term of this Prime Sub-Contractor Confidentiality and Intellectual Property Agreement (this "Agreement") shall be effective from and after September _____, 2015.

Ownership of IP:

~~Notwithstanding any agreement between AIQ and Donald J. Trump for President, to the contrary, all Intellectual Property rights under the Services Agreement by and between AIQ and Donald J. Trump for President dated August 3rd, 2015 ("Services Agreement") recognizes that all Intellectual Property currently owned, controlled and/or developed during the term of the Services Agreement by Third Party Provider CA, including Confidential Information, Intellectual Property, Analyzed Datasets, Data~~ All Data and Analyzed Datasets purchased, developed or otherwise obtained prior to and during the Term either by or on behalf of CA, and all Work Product may only be used as necessary for the provision of services pursuant to this Agreement related thereto, and all intellectual property and other rights therein and thereto, shall be owned exclusively by CA.

Upon termination of ~~this~~ the Services Agreement between Donald J. Trump for President and AIQ for any reason, ~~those Parties~~ the Client and Hatton shall (i) immediately cease use and prohibit access to ~~all Third Party Provider CA~~ the Confidential Information, Intellectual Property, Analyzed Datasets, Data, Work Product of CA and any other ~~CA~~ priority information of CA; (ii) immediately return to CA, or destroy as CA directs, ~~all CA Confidential Information, Intellectual Property, Analyzed Datasets,~~

~~Data, Work Product of CA~~ and any other ~~CA a~~-priority information ~~of CA~~; and (iii) within fifteen (15) days, provide CA with written confirmation of its compliance with the terms of this Section ~~11~~.

Confidentiality:

~~AIQ and Donald J. Trump for President, its~~ Hatton and the Client, its respective directors, officers and employees (collectively, "Receiving Party") acknowledges (i) that it may have in its possession and/or may receive information of ~~the Third Party Provider~~ CA that is not available to the general public and (ii) that such information may constitute, contain or include material non-public information belonging to CA or its affiliates.

Receiving Party agrees to hold in strict confidence, with at least the same degree of care that it applies to its own confidential and proprietary information, but not less than reasonable care, all non-public information concerning CA (or its business) that is either in its possession or furnished by CA or its affiliates at any time pursuant to ~~this~~ the Services Agreement or is produced through performance of the services as contemplated in ~~this~~ the Services Agreement.

Receiving Party agrees not to use or disclose such information other than for such purposes as may be permitted hereunder except, in each case, to the extent that such information: (A) is or becomes available to the general public, other than as a result of a disclosure by Receiving Party in breach of ~~this~~ the Services Agreement ~~or of its agreement with Client~~; (B) was available to Receiving Party or becomes available to Receiving Party on a non-confidential basis from a source other than ~~Third Party Provider~~ CA or its affiliates, provided that the source of such information was not known by such Receiving Party to be bound by a confidentiality obligation with respect to such information, or otherwise prohibited from transmitting the information to such Receiving Party or its affiliates by a contractual, legal or fiduciary obligation; or (C) is independently known or generated by Receiving Party without use of or reference to any proprietary or confidential information of CA; provided, however, that the foregoing exception in clauses (A), (B) and (C) above shall not apply to Personal Information.

Notwithstanding anything herein to the contrary, in the event that Receiving Party either determines on the advice of its counsel that it is required to disclose any information pursuant to ~~Applicable Law~~ applicable law or the rules or regulations of a ~~Governmental Entity~~ governmental entity, or receives any demand under lawful process or from any ~~Governmental Entity~~ governmental entity to disclose or provide information of CA that is subject to an obligation of confidentiality, such Receiving Party shall, to the extent legally permissible, notify ~~the other~~ CA

prior to disclosing or providing such information and, if ~~the other~~ CA so requests, cooperate in seeking any reasonable protective arrangements reasonably requested by CA. In the event that a protective arrangement is not obtained, ~~the~~such Party that received such request (i) may thereafter disclose or provide such information to the extent required by such ~~Applicable Law~~applicable law (as so advised by counsel) or by lawful process of such ~~Governmental Entity~~governmental entity or rating agency, without liability therefor and (ii) shall exercise commercially reasonable efforts to have confidential treatment accorded to any such information so provided or furnished.

Data Privacy

The Parties to ~~this~~the Services Agreement shall, with respect to any Personal Information provided by ~~a~~any Party, ~~including Third-Party Provider,~~ (i) notify the other impacted Party, ~~or third Party Provider~~ as soon as practicable if it learns or has reason to believe a Security Event has occurred with respect to Personal Information within such Party's custody or control, (ii) provide reasonable assistance to ~~the~~such Party ~~or Prime Sub-Contractor~~ in providing notice of a Security Event, (iii) reasonably cooperate in good faith with all Parties to investigate and resolve the Security Event and mitigate any harmful effects of the Security Event; and (iv) document responsive actions taken related to any Security Event.

The Parties acknowledge and agree that, except as otherwise required by ~~Applicable Law~~applicable law, with respect to a Security Event affecting a Party ~~or Prime Third Party Provider's~~ Personal Information: (i) it shall not inform any third party of the Security Event without first obtaining the other impacted Party's prior written consent, other than to inform a complainant that the matter has been forwarded to the other; and (ii) the impacted Party ~~or Third Party Provider~~ shall have the sole right to determine: (a) whether notice of the Security Event is to be provided to any individuals, ~~Governmental Entities~~governmental entities, consumer reporting agencies, or others; and (b) the contents of any such notice, whether any type of remediation may be offered to affected persons, and the nature and extent of any such remediation.

With respect to each Security Event affecting another Party ~~or Third Party Provider's~~ Personal Information, the Parties shall cooperate with the impacted Party, shall promptly (and in any event as soon as reasonably practicable) (A) perform a root cause analysis and prepare a corrective action plan, and (B) if the impacted Party, ~~including Third Party Provider~~ so requests, prepare a written report and detailed information, including how and when such Security Event occurred and what actions it is taking to remedy such Security Event, and shall take commercially reasonable

actions to prevent the recurrence of a similar Security Event.

The Parties acknowledges that, pursuant to Privacy Laws, that each Party is required to obtain certain undertakings from ~~Third-Party Provider~~CA with respect to the privacy, use and protection of Personal Information. Notwithstanding anything to the contrary contained herein, the Parties covenants that, with respect to any Personal Information to which the Parties ~~and Third-Party Provider~~, their ~~Affiliates~~affiliates and ~~Subcontractors~~subcontractors and its and their respective ~~Representatives~~representatives have access in connection with ~~this~~the Services Agreement or this Agreement, the Parties shall, and shall cause their ~~Affiliates~~affiliates and ~~Subcontractors~~subcontractors and their respective ~~Representatives~~representatives to: (i) comply in all material respects with all Privacy Laws, (ii) keep all Personal Information strictly confidential and not disclose, process or use any Personal Information except and only to the extent reasonably necessary to provide the Services (as defined in the Services Agreement) and otherwise perform its contractual obligations, (iii) only process Personal Information to provide the services or otherwise in accordance with the written instructions of providing entity, (iv) not disclose or transfer any Personal Information to any other ~~Person~~person or entity (including a ~~Parties-Affiliates-and-Subcontractors~~Party's affiliates and subcontractors and their respective ~~Representatives~~representatives) without the prior written consent of the providing Party, and (v) maintain reasonable administrative, technical and physical safeguards and measures, including a written information security program, designed to ensure the security and confidentiality of all Personal Information and to protect against accidental, unauthorized or unlawful access to, disclosure of, destruction of, or use or processing of any Personal Information, including any safeguards required by Privacy Laws.

Definitions

"Analyzed Dataset" means any Data that has been subsequently processed, augmented, groomed, interpreted or appended with predictive scoring by equipment of methods developed by CA, including any recommended messaging.

"Confidential Information" means any technical and business information relating to CA's proprietary ideas, patentable ideas, copyrights and/or trade secrets, existing and/or contemplated products and services, software, schematics, research and development, production, costs, profit and margin information, finances and financial projections, customers, clients, marketing, and current and future business plans and models, regardless of whether such information is designated as "Confidential Information" at the time of its disclosure. Confidential Information

includes, but is not limited to, CA's (i) Intellectual Property, (ii) Analyzed Dataset, (iii)Data and (iv) Work Product.

"Data" means information relating to behavioral, microtargeting, electoral or behavioral analysis, voter files, demographic information, and customized hardware configurations.

"Intellectual Property" means all rights relating to any of the following: (i) inventions, discoveries, improvements, ideas, Know-How (defined below), formulas, methodology, processes, technology, software (including password unprotected interpretive code or source code, object code, development documentation, programming tools, drawings, rules, specifications and data) and applications and patents in any jurisdiction pertaining to the foregoing, including re-issues, continuations, divisions, continuations-in-part, renewals or extensions; (ii) trade secrets, including models, methodologies, specifications, rules, procedures, processes and other confidential information and the right in any jurisdiction to limit the use or disclosure thereof; (iii) writings, designs, software, or other works, applications or registrations in any jurisdiction for the foregoing; (iv) databases; (v) books and records pertaining to the foregoing; (vi) claims or causes of action arising out of or related to past, present or future infringement or misappropriation of the foregoing; and (vii) all rights relating to the items identified in (i) – (vi) above, including without limitation all patents, copyrights, and trade secret rights.

"Personal Information" means that portion of Data that is subject to Privacy Laws and includes all information defined by the terms "personal information," "personal data," or any similar term under any applicable Privacy Law.

"Privacy Laws" means all ~~Applicable Laws~~applicable laws that relate to (i) data security, (ii) data privacy, (iii) cross-border data transfers, or (iv) data protection.

"Security Event" means any loss of; actual or attempted unauthorized or unlawful access to, acquisition of, use of, or disclosure of Personal Information.

"Work Product" means all word product and deliverables created, prepared, produced or delivered by or on behalf of CA under this Agreement and, including, without limitation, data, reports, results, analyses, evaluations, conclusions and other documents, records and materials in all forms and media.

Document comparison by Workshare Compare on Wednesday, September 16, 2015 11:13:53 AM

Input:	
Document 1 ID	file:///\\bp.bracepatt.com\\firm\\newyork\\users\\CHENRW\\desktop\\Trump Campaign v7.docx
Description	Trump Campaign v7
Document 2 ID	PowerDocs://DM/5003400/4
Description	DM-#5003400-v4-Trump_Contract_LEVY_9-16
Rendering set	Standard

Legend:	
<u>Insertion</u>	
Deletion	
Moved from	
<u>Moved to</u>	
Style change	
Format change	
Moved deletion	
Inserted cell	
Deleted cell	
Moved cell	
Split/Merged cell	
Padding cell	

Statistics:	
	Count
Insertions	246
Deletions	215
Moved from	11
Moved to	11
Style change	0
Format changed	0
Total changes	483

SERVICES AGREEMENT

SERVICES AGREEMENT dated 16th day of September 2015 (this "Agreement") between:

- (i) Hatton International Limited, a company registered in the United Kingdom ("Hatton"), whose registered office is at 1 [REDACTED]
[REDACTED]
- (ii) Cambridge Analytica, a Delaware limited liability company ("CA"), as Hatton's prime sub-contractor under this Agreement, with its principal executive office at The Corporation Trust Company, [REDACTED]
[REDACTED]; and
- (iii) Donald J. Trump for President (the "Client" and together with Hatton and CA, the "Parties" and each, individually, a "Party"), with its principal executive office at [REDACTED]

WITNESSETH:

WHEREAS, the Client desires to engage Hatton to provide services as described in this Agreement, including Hatton's use of CA as the prime sub-contractor and each of Hatton and CA agree to provide the Client with such services in consideration of the Client's execution, delivery and performance of this Agreement;

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, it is hereby agreed:

1. **Appointment.** The Client hereby appoints Hatton as its provider of the Services (as defined below) for a term commencing on the 16th day of September 2015 (the "Effective

Date”) and ending on the Termination Date (as defined below), unless extended by mutual agreement of all the Parties (the “Term”).

2. **Services.** Hatton or CA (each a “Service Provider” when providing Services under this Agreement to Client) will provide to the Client the services identified on Appendix A to this Agreement (the “Services”).

3. **Fees.** The Client will pay Hatton the fees (the “Fees”) identified on Appendix A to this Agreement. The Fees will be payable within twenty (20) days after the Client’s receipt of each monthly invoice from Hatton, which invoice will indicate the fees and services rendered by Hatton and/or CA. Hatton shall issue invoices to the Client per the payment schedule outlined in Appendix A. All amounts owing to Hatton under this Agreement shall be paid by the Client to Hatton in full without any set-off, counterclaim, deduction or withholding, in accordance with the payment schedule detailed in Appendix A.

4. **Intellectual Property Ownership; Confidentiality.** (a) All Data (as defined below) and Analyzed Datasets (as defined below) purchased, developed or otherwise obtained prior to and during the Term by or on behalf of CA, all Work Product related thereto, and all intellectual property and other rights therein and thereto, shall be owned exclusively by CA. Raw Data provided by Client to CA, or procured by CA for the benefit of Client and invoiced to Client for the cost of such acquisition, shall be owned jointly by Client and CA upon the termination of this Agreement. The jointly owned data shall include lists of donors and volunteers that have been enhanced by the verification of pedigree information or recent donor activity. Analyzed datasets, modeled scoring and creative content produced pursuant to this Agreement during the Term shall be (i) owned by CA from and after the Effective Date and (ii) licensed to the Client during the Term. Neither the Data, the Analyzed Data Sets, nor any Work Product created therefrom or created in connection therewith shall be considered a “work made for hire” as that term is defined under the Copyright Act of 1976, as amended.

(b) The Client and Hatton shall, and shall cause its respective affiliates to, maintain the confidentiality of, and not use for their own benefit or the benefit of any other person or entity (except as and to the extent permitted by the terms of this Agreement), any Confidential Information. The Client and Hatton shall not disclose the Confidential Information to the public or third parties, and shall each use protections no less protective

than those used by the Client and Hatton to protect its own respective confidential information. The Client and Hatton shall use the Confidential Information solely for its own internal purposes and shall not share, re-sell, rent, lease, disclose or distribute same to the public or any third parties without the prior express written consent of CA.

(c) Notwithstanding subparagraph (b) above, during the Term, Hatton may share with the Client and utilize Confidential Information for the benefit of the Client to the extent related exclusively to the Data, Analyzed Datasets and Work Product. The Client and Hatton agree to be bound by the intellectual property and confidentiality provisions within this Agreement and Appendix B. For the avoidance of doubt, Appendix A and Appendix B are incorporated by reference into this Agreement and this Agreement, Appendix A and Appendix B contain the entire agreement between the Parties with respect to the subject matter hereof.

(d) As used herein in this Agreement, the following terms have the following meanings:

"Analyzed Dataset" shall mean any Data that has been subsequently processed, augmented, groomed, interpreted or appended with predictive scoring by equipment or methods developed by CA, including any recommended messaging;

"Confidential Information" shall mean any technical and business information relating to CA's proprietary ideas, patentable ideas, copyrights and/or trade secrets, existing and/or contemplated products and services, software, schematics, research and development, production, costs, profit and margin information, finances and financial projections, customers, clients, marketing, and current and future business plans and models, regardless of whether such information is designated as "Confidential Information" at the time of its disclosure. Confidential Information includes, but is not limited to, Analyzed Dataset, Data and Work Product.

"Data" shall mean information relating to behavioral, microtargeting, electoral or behavioral analysis, voter files, demographic information, and customized hardware configurations; and

"Work Product" shall mean all word product and deliverables created, prepared, produced or delivered by or on behalf of CA under this Agreement and, including, without limitation, data, reports, results, analyses, evaluations, conclusions and other documents, records and materials in all forms and media.

5. **Representations, Warranties and Covenants.** Each Party represents and warrants to and covenants with the other Parties that (i) it has all requisite power and authority to execute, deliver and perform this Agreement, (ii) it has duly authorized, executed and delivered this Agreement and this Agreement is its legal, valid and binding obligation enforceable against it in accordance with its terms, (iii) the execution, delivery and performance of this Agreement will not violate or breach any provision of any other agreement, law or order to which it is subject, (iv) it holds all necessary permits, licenses and consents to conduct its operations and to perform this Agreement and (v) it shall conduct its operations in accordance with all applicable laws and regulations.

6. **Termination.** (a) This Agreement shall terminate upon the earliest to occur of the following and such date shall be referred to as the "Termination Date":

(i) Termination of that certain pilot program between the Client and CA, as more specifically detailed in Appendix A to this Agreement;

(ii) November 30, 2016;

(iii) Client, on the one hand, and Hatton and/or CA, on the other hand, may terminate this Agreement on thirty (30) days' prior written notice if the other party is in material breach or continuing breach of any provision of this Agreement and such breach, if capable of remedy, is not remedied within ten (10) days after receipt by the defaulting party of notice of the breach, with the termination to take effect on the 30th day after notice has been delivered;

(iv) Client, on the one hand, and Hatton and/or CA, on the other hand, may terminate this Agreement on thirty (30) days' prior written notice upon the other party's gross negligence in its performance of the duties and/or responsibilities under this Agreement; and

(v) if the Client withdraws from being an active candidate for President of the United States, either through public statements or the filing of legal documents.

(b) The Client acknowledges that a failure to make timely payment of Fees, as detailed in Appendix A, shall be a material breach of this Agreement.

(c) Upon any termination of this Agreement, the Client shall pay to Hatton all fees due and owing to Hatton and its subcontractors through the date of termination, in accordance with the schedule in Appendix A, including any fees owing but not yet billed at the time of the termination, and reimburse Hatton for all expenses Hatton and its subcontractors incurred in providing the Services under this Agreement. Upon any termination, Sections 4, 5, 7, 14, 15, 16, 17 and this Section 6 of this Agreement shall survive and continue in full force and effect.

7. **Indemnification.** Each Party (the "Indemnifying Party") shall indemnify, defend and hold the other Parties and their respective directors, officers, members, employees, independent contractors, licensees, affiliates, successors, assigns and agents, harmless from and against all claims, liabilities, damages, costs and attorneys' fees arising from any breach by the Indemnifying Party of any representation, warranty, covenant or other agreement made by the Indemnifying Party under this Agreement. The foregoing indemnity shall survive the termination or expiration of this Agreement. Hatton and its subcontractors will adhere to CAN-SPAM and other relevant federal and state data compliance regulations in relation to the provision of the Services set out in Appendix A, and shall indemnify and hold the Client harmless for any third party claims related to the Services.

8. **Modification.** This Agreement, including the Appendices annexed hereto sets forth the entire understanding of the Parties relating to the subject matter hereof and supersedes and cancels any prior communications, understandings and agreements between the Parties. This Agreement may not be modified or changed nor any of these provisions be waived except by a writing signed by all Parties.

9. **Successors and Assigns.** No Party may assign any rights or obligations under this Agreement without the prior written consent of the other Parties. Any purported assignment without the consent of all Parties shall be null and void. The benefits of this Agreement shall inure to the respective successors, heirs, estates and permitted assigns of the Parties hereto and their successors and permitted assigns and the obligations and liabilities assumed under this Agreement by the Parties hereto shall be binding upon their respective successors, heirs, estates and permitted assigns.

10. **Provisions Severable.** If any provision or covenant of this Agreement is held by any court to be invalid, illegal or unenforceable, either in whole or in part, then such invalidity,

illegality or unenforceability will not affect the validity, legality or enforceability of the remaining provisions or covenants of this Agreement, all of which will remain in full force and effect to the maximum extent allowed by law.

11. **Waiver.** Failure of any Party to insist, in one or more instances, on performance by any other Party in strict accordance with the terms and conditions of this Agreement will not be deemed a waiver or relinquishment of any right granted in this Agreement or of the future performance of any such term or condition or of any other term or condition of this Agreement, unless such waiver is contained in a writing signed by the Party making the waiver and specifically referencing this Agreement.

12. **Notices.** All notices to the respective Parties hereto shall be addressed as follows, or to such other address as may be hereafter notified by the respective parties hereto.

If to Hatton:

[REDACTED]

If to CA:

[REDACTED]

If to Client:

Donald J. Trump for President, [REDACTED]

Any notice, request, demand, claim, or other communication hereunder shall be deemed duly given: (i) if personally delivered, when so delivered; (ii) if mailed, five (5) business days after having been sent by first class, registered or certified U.S. mail, return receipt requested, postage prepaid and addressed to the intended recipient as set forth above; or (iii) if sent through a nationally recognized overnight delivery service which guarantees next day delivery, the business day following its delivery to such service in time for next day delivery.

13. **Counterparts.** This Agreement may be executed simultaneously in two (2) or more counterparts, each of which will be deemed an original. Signature pages delivered by PDF or other electronic transmission shall be legal, valid and binding delivery.

14. **Governing Law.** This Agreement shall be governed by the laws of the State of New York without regard to principles of conflicts of laws. EACH PARTY CONSENTS THAT ANY LEGAL ACTION OR PROCEEDING AGAINST IT UNDER, ARISING OUT OF OR IN ANY MANNER RELATING TO THIS FACILITATION AGREEMENT, OR ANY OTHER INSTRUMENT OR DOCUMENT EXECUTED AND DELIVERED IN CONNECTION HERewith, SHALL BE BROUGHT EXCLUSIVELY IN ANY COURT OF THE STATE OF NEW YORK OR IN THE UNITED STATES DISTRICT COURT FOR THE SOUTHERN DISTRICT OF NEW YORK, IN EACH CASE, IN THE COUNTY OF NEW YORK. EACH PARTY EXPRESSLY AND IRREVOCABLY CONSENTS AND SUBMITS TO THE PERSONAL JURISDICTION OF ANY OF SUCH COURTS IN ANY SUCH ACTION OR PROCEEDINGS. EACH PARTY AGREES THAT PERSONAL JURISDICTION OVER IT MAY BE OBTAINED BY THE DELIVERY OF A SUMMONS (POSTAGE PREPAID) IN ACCORDANCE WITH THE PROVISIONS OF SECTION 12 OF THIS AGREEMENT. ASSUMING DELIVERY OF THE SUMMONS IN ACCORDANCE WITH THE PROVISIONS OF SECTION 12 OF THIS AGREEMENT, EACH PARTY HEREBY EXPRESSLY AND IRREVOCABLY WAIVES ANY ALLEGED LACK OF PERSONAL JURISDICTION, IMPROPER VENUE OF FORUM NON CONVENIENS OR ANY SIMILAR BASIS.

15. **Arbitration.** (a) The Parties agree that any and all disputes arising under or pertaining to this Agreement, including disputes regarding billing and expenses and scope and nature of services, shall be resolved, if possible, by non-binding mediation conducted by a mutually acceptable mediator in New York County, New York City, New York. The mediation process may be initiated by a written request with a list of acceptable mediators, with preference given to neutral former state or federal judges.

(b) The Parties also agree that in the event that mediation is not successful, any and all disputes arising under or pertaining to this engagement, including disputes regarding billing and expenses and scope and nature of services, shall be conducted according to the Federal Arbitration Act and, to the extent not inconsistent, under the "2007 Rules for Non-Administered Arbitration" adopted by the International Institute for Conflict Prevention & Resolution (www.cpradr.org).

(c) The arbitration will be conducted by three arbitrators, with preference given to neutral former state or federal judges. Venue and choice of law of the arbitration shall be in New York County, New York City, New York. The Parties agree and recognize that the arbitration process includes, among other things, a waiver of the right to a jury trial, waiver

of the right to an appeal, waiver of the right to broad discovery under the Federal Rules of Civil Procedure, and will involve upfront costs and expenses.

(d) The costs and expenses of the mediators and arbitrators, along with other costs and expenses associated with the proceedings, shall be split equally between the Parties. Each Party shall bear its own costs and expenses, including attorneys' fees and other costs associated with the presentation of its case.

16. **Expenses.** Each Party shall bear its own expenses incurred in connection with the negotiation, execution, delivery and performance of this Agreement. The Client shall reimburse Hatton for all reasonable and necessary expenses incurred by Hatton and CA in the performance of the Services under this Agreement, which expenses are included in the fee structure outlined in Appendix A, and shall be billed in accordance with such Appendix A.

17. **No Partnership or Agency.** Nothing in this Agreement is intended to, or shall be deemed to, constitute a partnership or joint venture of any kind between the Parties, nor constitute any Party the agent of any other Party for any purpose. No Party shall have authority to act as agent for, or to bind, any other Party in any way.

18. **Entire Agreement.** Appendix A and Appendix B attached hereto are incorporated by reference. This Agreement, including Appendix A and Appendix B contain the entire agreement and understanding between the Parties with respect to the subject matter hereof and supersede all prior discussions and agreements among the Parties, both written and oral, with respect to the subject matter hereof, and contain the sole and entire agreement among the Parties with respect to the subject matter hereof.

IN WITNESS WHEREOF, the Parties have duly executed and delivered this Agreement effective as of the date first set forth above.

Hatton International Limited

By: _____

Name:

Title: President

Date:

Donald J. Trump for President

By: _____

Name:

Title:

Date:

Cambridge Analytica LLC

By: _____

Name: Alexander Nix

Title: Director

Date:

APPENDIX A

Pilot Project parameters:

Hatton, through CA (its prime sub-contractor) will undertake a data-driven pilot project for the Client, based on identified groups of individuals likely to support or make donations to the Client, made up of individuals on the applicable Service Provider's database. Likely Supporters (as defined below) and donors will be clustered into groups and targeted with messaging and imagery. In both cases, individuals will be driven to a landing page for Supporter and donation acquisition.

The Pilot Project will initially operate for 90 days from the date the applicable Service Provider gives Client written notification that it has been provided the necessary access to information by Client and has completed the first stage of data analytics, with such period not being longer than 5 business days after receipt of Client's information. The Pilot Project may only be terminated for cause, as provided in Section 6 of the subject Agreement.

Thereafter, the Pilot Project will automatically renew for additional periods of 30 days each, unless written notification is given that a Party intends to terminate the Pilot Project, no less than 20 days prior to the proposed end date.

For purposes of this Appendix A, "Supporter" shall mean any individual that responds to a call to action to support the Client by providing at least one piece of their personal identification information, and at least one piece of their personal contact information. Personal identification information may include initials, forename and surname. Contact information may include cell phone number, landline phone number and email address.

The project will be comprised of the following services, requirements and fees:

1. **Data Services**

Hatton, through CA (its prime sub-contractor), will provide the following data services aiming to register new Supporters and gain donations for the Client nationally:

- Periodic bi-monthly analytics reports on Supporter and donor profiles.
- Ongoing analytics, including segmentation of target audience groups across all states, integration of campaign audience contact data, and ongoing refinement of audiences using CA's proprietary methodology.

- A team of analysts selected and managed by Hatton and CA will be available remotely to the campaign to refine and present analytics findings.

2. **Digital Campaign Management, creative services and reporting**

Supporter identification and donation solicitation will be achieved through highly targeted digital messaging designed to engage and persuade potential Supporters to pledge their support and/or to donate through an agreed webpage(s), to be developed jointly by Client, Hatton, and CA. The applicable Service Provider will receive and utilize the Client's existing communication materials, and all web advertisements and outreach activities.

- The applicable Service Provider's team of online marketers, graphic designers, and website developers may develop additional creative communication materials for use in outreach activities. Materials will be designed to appeal to specific target groups of Supporters and donors.
- Periodic bi-monthly reports identifying the number of new Supporters and donors actively engaged through the digital outreach program (assuming access to relevant data shared with the applicable Service Provider by the Client, as outlined in Section 3 below).

3. **Requirements**

Services to be provided under this Agreement shall commence upon receipt from the applicable Service Provider of the data and information included in the existing house file of the Client, inclusive of donors, members and social media contacts. The Client agrees to provide the applicable Service Provider with administrative access to relevant online resources, including website(s), Facebook and other social media accounts. The Client agrees to give the applicable Service Provider access to all branding and creative content, inclusive of logos, graphics, color palette, images, taglines, phrases, priority issues and slogans. The Client agrees to inform the applicable Service Provider of all processes to integrate online presence for digital outreach and mail vendors. The Client agrees to give the applicable Service Provider administrative access to the website so as to develop and publish Supporter and donation pages for tracking and monitoring purposes. The Client and the applicable Service Provider additionally agrees to confirm in writing the level or cost of digital advertisement buys the Client and CA have agreed to be made per month on behalf

of the Client. Individual contact data and related information collected by the Client through the outreach and engagement phase will be provided to the applicable Service Provider to facilitate ongoing analytics support and post-analysis.

The applicable Service Provider shall be attributed the following:

Post-Click conversions (donations & Supporters) – During the Term and for ninety (90) days thereafter, a user clicking on a search, display or social ad.

Post-Impression conversions (donations & Supporters) – During the Term and for ninety (90) days thereafter, a user viewing a search, display or social ad.

Channel exclusivity on Facebook as it relates to the scope of the Services Agreement (e.g. fundraising and Supporter identification).

4. Schedule of Fees

The applicable Service Provider agrees to pay all external costs for media spend, with the budget each month for media buys to be agreed in writing between the applicable Service Provider and Client. The applicable Service Provider additionally agrees to meet all internal costs of the project, to be covered through commissions on donations raised. Internal costs may include, but are not limited to, staff, consultants, operational costs, third party service providers, media acquisition, advertising, platform licensing, software licensing, agency fees, and all other costs reasonably incurred. Client agrees to pay the applicable Service Provider a fee per new Supporter gained, as well as a percentage of donations raised. To this end, Client and the applicable Service Provider agree that payment on this basis may extend beyond the term of this Appendix A or this Services Agreement, and that all relevant expenses and outlays by CA are considered part and parcel of the payments due to the applicable Service Provider. For the avoidance of doubt, net fees realized by Client after credit card fees, bank fees, and reporting fees have been accounted for and not gross donations amounts shall be used to calculate payments herein. Fees will be structured as follows:

- Data analytics modeling and remote support
\$1.00 per new Supporter and or new donor registered each month

- Donations fee before internal costs are met (monthly)*

100% of all donations received will be payable to Hatton until all "out of pocket" expenses for each Service Provider for ad buys, as well as expenses for; all costs including staff, consultants, third party service providers, media acquisition, advertising, platform licensing, software licensing, agency fees, and all other costs reasonably incurred by any Service Provider.

- Once each Service Provider has been reimbursed for all of its expenses as provided immediately above, then 15% of all other donations received shall be payable to Hatton, with 85% of such donations payable to Client.

*If all internal costs and expenses are not covered through commissions on donations within 90 days of the end of each monthly billing period, then Client agrees to pay all remaining fees and expenses of the applicable Service Provider. Should the Parties determine to terminate this pilot project, then Client shall be responsible for making all payments due and owing to the applicable Service Provider within 90 days of said termination, with 100% of all donations received by Client during said 90 day period and attributable to the prior efforts of the applicable Service Provider, paid to the applicable Service Provider until the applicable Service Provider is made whole, on or before the expiration of said 90 day period.

Hatton shall invoice Client by the 10th day following each monthly billing cycle for costs and expenses from the prior month. To the extent sufficient funds have been raised through the Pilot Project, Client will promptly pay the invoice.

APPENDIX B

PRIME SUB-CONTRACTOR CONFIDENTIALITY AND INTELLECTUAL PROPERTY AGREEMENT

Parties & Purpose:	<p>Donald J. Trump for President (the "Client"), Hatton International Limited, a company registered in the United Kingdom ("Hatton"), and Cambridge Analytica, a Delaware limited liability company, as Hatton's prime sub-contractor therein ("CA") are parties to that certain Services Agreement, dated as of September 16, 2015 (the "Services Agreement"). Each of Client, Hatton and CA shall each be individually a "Party" and, collectively, the "Parties". The Parties recognize that CA has brought the Parties together and facilitated the Services Agreement, as such, for the benefit of CA and in recognition of its role, the Parties execute this Appendix to the Services Agreement to protect each Parties' property rights. Moreover, the Parties agree not to contract directly with each other, other than pursuant to the Services Agreement, for a period of one (1) year, absent the express written approval of CA.</p>
Term:	<p>The term of this Prime Sub-Contractor Confidentiality and Intellectual Property Agreement (this "Agreement") shall be effective from and after September 16, 2015.</p>
Ownership of IP:	<p>All Data and Analyzed Datasets purchased, developed or otherwise obtained prior to and during the Term either by or on behalf of CA, and all Work Product related thereto, and all intellectual property and other rights therein and thereto, shall be owned exclusively by CA.</p> <p>Upon termination of the Services Agreement for any reason, the Client and Hatton shall (i) immediately cease use and prohibit access to the Confidential Information of CA and any other priority information of CA; (ii) immediately return to CA, or destroy as CA directs, all Confidential Information of CA and any other priority information of CA; and (iii) within</p>

fifteen (15) days, provide CA with written confirmation of its compliance with the terms of this Section.

Confidentiality: Hatton and the Client, its respective directors, officers and employees (collectively, "Receiving Party") acknowledges (i) that it may have in its possession and/or may receive information of CA that is not available to the general public and (ii) that such information may constitute, contain or include material non-public information belonging to CA or its affiliates.

Receiving Party agrees to hold in strict confidence, with at least the same degree of care that it applies to its own confidential and proprietary information, but not less than reasonable care, all non-public information concerning CA (or its business) that is either in its possession or furnished by CA or its affiliates at any time pursuant to the Services Agreement or is produced through performance of the services as contemplated in the Services Agreement.

Receiving Party agrees not to use or disclose such information other than for such purposes as may be permitted hereunder except, in each case, to the extent that such information: (A) is or becomes available to the general public, other than as a result of a disclosure by Receiving Party in breach of the Services Agreement; (B) was available to Receiving Party or becomes available to Receiving Party on a non-confidential basis from a source other than CA or its affiliates , provided that the source of such information was not known by such Receiving Party to be bound by a confidentiality obligation with respect to such information, or otherwise prohibited from transmitting the information to such Receiving Party or its affiliates by a contractual, legal or fiduciary obligation; or (C) is independently known or generated by Receiving Party without use of or reference to any proprietary or confidential information of CA; provided, however, that the foregoing exception in clauses (A), (B) and (C) above shall not apply to Personal Information.

Notwithstanding anything herein to the contrary, in the event that

Receiving Party either determines on the advice of its counsel that it is required to disclose any information pursuant to applicable law or the rules or regulations of a governmental entity, or receives any demand under lawful process or from any governmental entity to disclose or provide information of CA that is subject to an obligation of confidentiality, such Receiving Party shall, to the extent legally permissible, notify CA prior to disclosing or providing such information and, if CA so requests, cooperate in seeking any reasonable protective arrangements reasonably requested by CA. In the event that a protective arrangement is not obtained, such Party that received such request (i) may thereafter disclose or provide such information to the extent required by such applicable law (as so advised by counsel) or by lawful process of such governmental entity or rating agency, without liability therefor and (ii) shall exercise commercially reasonable efforts to have confidential treatment accorded to any such information so provided or furnished.

Data Privacy

The Parties to the Services Agreement shall, with respect to any Personal Information provided by any Party, (i) notify the other impacted Party as soon as practicable if it learns or has reason to believe a Security Event has occurred with respect to Personal Information within such Party's custody or control, (ii) provide reasonable assistance to such Party in providing notice of a Security Event, (iii) reasonably cooperate in good faith with all Parties to investigate and resolve the Security Event and mitigate any harmful effects of the Security Event; and (iv) document responsive actions taken related to any Security Event.

The Parties acknowledge and agree that, except as otherwise required by applicable law, with respect to a Security Event affecting a Party's Personal Information: (i) it shall not inform any third party of the Security Event without first obtaining the other impacted Party's prior written consent, other than to inform a complainant that the matter has been forwarded to the other; and (ii) the impacted Party shall have the sole right to determine: (a) whether notice of the Security Event is to be provided to any individuals, governmental entities, consumer reporting agencies, or

others; and (b) the contents of any such notice, whether any type of remediation may be offered to affected persons, and the nature and extent of any such remediation.

With respect to each Security Event affecting another Party's Personal Information, the Parties shall cooperate with the impacted Party, shall promptly (and in any event as soon as reasonably practicable) (A) perform a root cause analysis and prepare a corrective action plan, and (B) if the impacted Party so requests, prepare a written report and detailed information, including how and when such Security Event occurred and what actions it is taking to remedy such Security Event, and shall take commercially reasonable actions to prevent the recurrence of a similar Security Event.

The Parties acknowledges that, pursuant to Privacy Laws, that each Party is required to obtain certain undertakings from CA with respect to the privacy, use and protection of Personal Information. Notwithstanding anything to the contrary contained herein, the Parties covenants that, with respect to any Personal Information to which the Parties, their affiliates and subcontractors and its and their respective representatives have access in connection with the Services Agreement or this Agreement, the Parties shall, and shall cause their affiliates and subcontractors and their respective representatives to: (i) comply in all material respects with all Privacy Laws, (ii) keep all Personal Information strictly confidential and not disclose, process or use any Personal Information except and only to the extent reasonably necessary to provide the Services (as defined in the Services Agreement) and otherwise perform its contractual obligations, (iii) only process Personal Information to provide the services or otherwise in accordance with the written instructions of providing entity, (iv) not disclose or transfer any Personal Information to any other person or entity (including a Party's affiliates and subcontractors and their respective representatives) without the prior written consent of the providing Party, and (v) maintain reasonable administrative, technical and physical safeguards and measures, including a written information security

program, designed to ensure the security and confidentiality of all Personal Information and to protect against accidental, unauthorized or unlawful access to, disclosure of, destruction of, or use or processing of any Personal Information, including any safeguards required by Privacy Laws.

Definitions

"Analyzed Dataset" means any Data that has been subsequently processed, augmented, groomed, interpreted or appended with predictive scoring by equipment or methods developed by CA, including any recommended messaging.

"Confidential Information" means any technical and business information relating to CA's proprietary ideas, patentable ideas, copyrights and/or trade secrets, existing and/or contemplated products and services, software, schematics, research and development, production, costs, profit and margin information, finances and financial projections, customers, clients, marketing, and current and future business plans and models, regardless of whether such information is designated as "Confidential Information" at the time of its disclosure. Confidential Information includes, but is not limited to, CA's (i) Intellectual Property, (ii) Analyzed Dataset, (iii) Data and (iv) Work Product.

"Data" means information relating to behavioral, microtargeting, electoral or behavioral analysis, voter files, demographic information, and customized hardware configurations.

"Intellectual Property" means all rights relating to any of the following: (i) inventions, discoveries, improvements, ideas, Know-How (defined below), formulas, methodology, processes, technology, software (including password unprotected interpretive code or source code, object code, development documentation, programming tools, drawings, rules, specifications and data) and applications and patents in any jurisdiction pertaining to the foregoing, including re-issues, continuations, divisions, continuations-in-part, renewals or extensions; (ii) trade secrets, including models, methodologies, specifications, rules, procedures, processes and

other confidential information and the right in any jurisdiction to limit the use or disclosure thereof; (iii) writings, designs, software, or other works, applications or registrations in any jurisdiction for the foregoing; (iv) databases; (v) books and records pertaining to the foregoing; (vi) claims or causes of action arising out of or related to past, present or future infringement or misappropriation of the foregoing; and (vii) all rights relating to the items identified in (i) – (vi) above, including without limitation all patents, copyrights, and trade secret rights.

“Personal Information” means that portion of Data that is subject to Privacy Laws and includes all information defined by the terms “personal information,” “personal data,” or any similar term under any applicable Privacy Law.

“Privacy Laws” means all applicable laws that relate to (i) data security, (ii) data privacy, (iii) cross-border data transfers, or (iv) data protection.

“Security Event” means any loss of; actual or attempted unauthorized or unlawful access to, acquisition of, use of, or disclosure of Personal Information.

“Work Product” means all word product and deliverables created, prepared, produced or delivered by or on behalf of CA under this Agreement and, including, without limitation, data, reports, results, analyses, evaluations, conclusions and other documents, records and materials in all forms and media.

SERVICES AGREEMENT

SERVICES AGREEMENT dated 16th day of September 2015 (this "Agreement") between:

- (i) Hatton International Limited, a company registered in the United Kingdom ("Hatton"), whose registered office is at [REDACTED];
- (ii) Cambridge Analytica, a Delaware limited liability company ("CA"), as Hatton's prime sub-contractor under this Agreement, with its principal executive office at The Corporation Trust Company, 1 [REDACTED] and
- (iii) Donald J. Trump for President (the "Client" and together with Hatton and CA, the "Parties" and each, individually, a "Party"), with its principal executive office at [REDACTED]

WITNESSETH:

WHEREAS, the Client desires to engage Hatton to provide services as described in this Agreement, including Hatton's use of CA as the prime sub-contractor and each of Hatton and CA agree to provide the Client with such services in consideration of the Client's execution, delivery and performance of this Agreement;

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, it is hereby agreed:

1. **Appointment.** The Client hereby appoints Hatton as its provider of the Services (as defined below) for a term commencing on the 16th day of September 2015 (the "Effective

Date”) and ending on the Termination Date (as defined below), unless extended by mutual agreement of all the Parties (the “Term”).

2. **Services.** Hatton or CA (each a “Service Provider” when providing Services under this Agreement to Client) will provide to the Client the services identified on Appendix A to this Agreement (the “Services”).

3. **Fees.** The Client will pay Hatton the fees (the “Fees”) identified on Appendix A to this Agreement. The Fees will be payable within twenty (20) days after the Client’s receipt of each monthly invoice from Hatton, which invoice will indicate the fees and services rendered by Hatton and/or CA. Hatton shall issue invoices to the Client per the payment schedule outlined in Appendix A. All amounts owing to Hatton under this Agreement shall be paid by the Client to Hatton in full without any set-off, counterclaim, deduction or withholding, in accordance with the payment schedule detailed in Appendix A.

4. **Intellectual Property Ownership; Confidentiality.** (a) All Data (as defined below) and Analyzed Datasets (as defined below) purchased, developed or otherwise obtained prior to and during the Term by or on behalf of CA, all Work Product related thereto, and all intellectual property and other rights therein and thereto, shall be owned exclusively by CA. Raw Data provided by Client to CA, or procured by CA for the benefit of Client and invoiced to Client for the cost of such acquisition, shall be owned jointly by Client and CA upon the termination of this Agreement. The jointly owned data shall include lists of donors and volunteers that have been enhanced by the verification of pedigree information or recent donor activity. Analyzed datasets, modeled scoring and creative content produced pursuant to this Agreement during the Term shall be (i) owned by CA from and after the Effective Date and (ii) licensed to the Client during the Term. Neither the Data, the Analyzed Data Sets, nor any Work Product created therefrom or created in connection therewith shall be considered a “work made for hire” as that term is defined under the Copyright Act of 1976, as amended.

(b) The Client and Hatton shall, and shall cause its respective affiliates to, maintain the confidentiality of, and not use for their own benefit or the benefit of any other person or entity (except as and to the extent permitted by the terms of this Agreement), any Confidential Information. The Client and Hatton shall not disclose the Confidential Information to the public or third parties, and shall each use protections no less protective

than those used by the Client and Hatton to protect its own respective confidential information. The Client and Hatton shall use the Confidential Information solely for its own internal purposes and shall not share, re-sell, rent, lease, disclose or distribute same to the public or any third parties without the prior express written consent of CA.

(c) Notwithstanding subparagraph (b) above, during the Term, Hatton may share with the Client and utilize Confidential Information for the benefit of the Client to the extent related exclusively to the Data, Analyzed Datasets and Work Product. The Client and Hatton agree to be bound by the intellectual property and confidentiality provisions within this Agreement and Appendix B. For the avoidance of doubt, Appendix A and Appendix B are incorporated by reference into this Agreement and this Agreement, Appendix A and Appendix B contain the entire agreement between the Parties with respect to the subject matter hereof.

(d) As used herein in this Agreement, the following terms have the following meanings:

"Analyzed Dataset" shall mean any Data that has been subsequently processed, augmented, groomed, interpreted or appended with predictive scoring by equipment or methods developed by CA, including any recommended messaging;

"Confidential Information" shall mean any technical and business information relating to CA's proprietary ideas, patentable ideas, copyrights and/or trade secrets, existing and/or contemplated products and services, software, schematics, research and development, production, costs, profit and margin information, finances and financial projections, customers, clients, marketing, and current and future business plans and models, regardless of whether such information is designated as "Confidential Information" at the time of its disclosure. Confidential Information includes, but is not limited to, Analyzed Dataset, Data and Work Product.

"Data" shall mean information relating to behavioral, microtargeting, electoral or behavioral analysis, voter files, demographic information, and customized hardware configurations; and

"Work Product" shall mean all word product and deliverables created, prepared, produced or delivered by or on behalf of CA under this Agreement and, including, without limitation, data, reports, results, analyses, evaluations, conclusions and other documents, records and materials in all forms and media.

5. **Representations, Warranties and Covenants.** Each Party represents and warrants to and covenants with the other Parties that (i) it has all requisite power and authority to execute, deliver and perform this Agreement, (ii) it has duly authorized, executed and delivered this Agreement and this Agreement is its legal, valid and binding obligation enforceable against it in accordance with its terms, (iii) the execution, delivery and performance of this Agreement will not violate or breach any provision of any other agreement, law or order to which it is subject, (iv) it holds all necessary permits, licenses and consents to conduct its operations and to perform this Agreement and (v) it shall conduct its operations in accordance with all applicable laws and regulations.

6. **Termination.** (a) This Agreement shall terminate upon the earliest to occur of the following and such date shall be referred to as the "Termination Date":

(i) Termination of that certain pilot program between the Client and CA, as more specifically detailed in Appendix A to this Agreement;

(ii) November 30, 2016;

(iii) Client, on the one hand, and Hatton and/or CA, on the other hand, may terminate this Agreement on thirty (30) days' prior written notice if the other party is in material breach or continuing breach of any provision of this Agreement and such breach, if capable of remedy, is not remedied within ten (10) days after receipt by the defaulting party of notice of the breach, with the termination to take effect on the 30th day after notice has been delivered;

(iv) Client, on the one hand, and Hatton and/or CA, on the other hand, may terminate this Agreement on thirty (30) days' prior written notice upon the other party's gross negligence in its performance of the duties and/or responsibilities under this Agreement; and

(v) if the Client withdraws from being an active candidate for President of the United States, either through public statements or the filing of legal documents.

(b) The Client acknowledges that a failure to make timely payment of Fees, as detailed in Appendix A, shall be a material breach of this Agreement.

(c) Upon any termination of this Agreement, the Client shall pay to Hatton all fees due and owing to Hatton and its subcontractors through the date of termination, in accordance with the schedule in Appendix A, including any fees owing but not yet billed at the time of the termination, and reimburse Hatton for all expenses Hatton and its subcontractors incurred in providing the Services under this Agreement. Upon any termination, Sections 4, 5, 7, 14, 15, 16, 17 and this Section 6 of this Agreement shall survive and continue in full force and effect.

7. **Indemnification.** Each Party (the "Indemnifying Party") shall indemnify, defend and hold the other Parties and their respective directors, officers, members, employees, independent contractors, licensees, affiliates, successors, assigns and agents, harmless from and against all claims, liabilities, damages, costs and attorneys' fees arising from any breach by the Indemnifying Party of any representation, warranty, covenant or other agreement made by the Indemnifying Party under this Agreement. The foregoing indemnity shall survive the termination or expiration of this Agreement. Hatton and its subcontractors will adhere to CAN-SPAM and other relevant federal and state data compliance regulations in relation to the provision of the Services set out in Appendix A, and shall indemnify and hold the Client harmless for any third party claims related to the Services.

8. **Modification.** This Agreement, including the Appendices annexed hereto sets forth the entire understanding of the Parties relating to the subject matter hereof and supersedes and cancels any prior communications, understandings and agreements between the Parties. This Agreement may not be modified or changed nor any of these provisions be waived except by a writing signed by all Parties.

9. **Successors and Assigns.** No Party may assign any rights or obligations under this Agreement without the prior written consent of the other Parties. Any purported assignment without the consent of all Parties shall be null and void. The benefits of this Agreement shall inure to the respective successors, heirs, estates and permitted assigns of the Parties hereto and their successors and permitted assigns and the obligations and liabilities assumed under this Agreement by the Parties hereto shall be binding upon their respective successors, heirs, estates and permitted assigns.

10. **Provisions Severable.** If any provision or covenant of this Agreement is held by any court to be invalid, illegal or unenforceable, either in whole or in part, then such invalidity,

illegality or unenforceability will not affect the validity, legality or enforceability of the remaining provisions or covenants of this Agreement, all of which will remain in full force and effect to the maximum extent allowed by law.

11. **Waiver.** Failure of any Party to insist, in one or more instances, on performance by any other Party in strict accordance with the terms and conditions of this Agreement will not be deemed a waiver or relinquishment of any right granted in this Agreement or of the future performance of any such term or condition or of any other term or condition of this Agreement, unless such waiver is contained in a writing signed by the Party making the waiver and specifically referencing this Agreement.

12. **Notices.** All notices to the respective Parties hereto shall be addressed as follows, or to such other address as may be hereafter notified by the respective parties hereto.

If to Hatton:

[REDACTED]

If to CA:

[REDACTED]

If to Client:

Donald J. Trump for President, [REDACTED]

Any notice, request, demand, claim, or other communication hereunder shall be deemed duly given: (i) if personally delivered, when so delivered; (ii) if mailed, five (5) business days after having been sent by first class, registered or certified U.S. mail, return receipt requested, postage prepaid and addressed to the intended recipient as set forth above; or (iii) if sent through a nationally recognized overnight delivery service which guarantees next day delivery, the business day following its delivery to such service in time for next day delivery.

13. **Counterparts.** This Agreement may be executed simultaneously in two (2) or more counterparts, each of which will be deemed an original. Signature pages delivered by PDF or other electronic transmission shall be legal, valid and binding delivery.

14. **Governing Law.** This Agreement shall be governed by the laws of the State of New York without regard to principles of conflicts of laws. EACH PARTY CONSENTS THAT ANY LEGAL ACTION OR PROCEEDING AGAINST IT UNDER, ARISING OUT OF OR IN ANY MANNER RELATING TO THIS FACILITATION AGREEMENT, OR ANY OTHER INSTRUMENT OR DOCUMENT EXECUTED AND DELIVERED IN CONNECTION HERewith, SHALL BE BROUGHT EXCLUSIVELY IN ANY COURT OF THE STATE OF NEW YORK OR IN THE UNITED STATES DISTRICT COURT FOR THE SOUTHERN DISTRICT OF NEW YORK, IN EACH CASE, IN THE COUNTY OF NEW YORK. EACH PARTY EXPRESSLY AND IRREVOCABLY CONSENTS AND SUBMITS TO THE PERSONAL JURISDICTION OF ANY OF SUCH COURTS IN ANY SUCH ACTION OR PROCEEDINGS. EACH PARTY AGREES THAT PERSONAL JURISDICTION OVER IT MAY BE OBTAINED BY THE DELIVERY OF A SUMMONS (POSTAGE PREPAID) IN ACCORDANCE WITH THE PROVISIONS OF SECTION 12 OF THIS AGREEMENT. ASSUMING DELIVERY OF THE SUMMONS IN ACCORDANCE WITH THE PROVISIONS OF SECTION 12 OF THIS AGREEMENT, EACH PARTY HEREBY EXPRESSLY AND IRREVOCABLY WAIVES ANY ALLEGED LACK OF PERSONAL JURISDICTION, IMPROPER VENUE OF FORUM NON CONVENIENS OR ANY SIMILAR BASIS.

15. **Arbitration.** (a) The Parties agree that any and all disputes arising under or pertaining to this Agreement, including disputes regarding billing and expenses and scope and nature of services, shall be resolved, if possible, by non-binding mediation conducted by a mutually acceptable mediator in New York County, New York City, New York. The mediation process may be initiated by a written request with a list of acceptable mediators, with preference given to neutral former state or federal judges.

(b) The Parties also agree that in the event that mediation is not successful, any and all disputes arising under or pertaining to this engagement, including disputes regarding billing and expenses and scope and nature of services, shall be conducted according to the Federal Arbitration Act and, to the extent not inconsistent, under the "2007 Rules for Non-Administered Arbitration" adopted by the International Institute for Conflict Prevention & Resolution (www.cpradr.org).

(c) The arbitration will be conducted by three arbitrators, with preference given to neutral former state or federal judges. Venue and choice of law of the arbitration shall be in New York County, New York City, New York. The Parties agree and recognize that the arbitration process includes, among other things, a waiver of the right to a jury trial, waiver

of the right to an appeal, waiver of the right to broad discovery under the Federal Rules of Civil Procedure, and will involve upfront costs and expenses.

(d) The costs and expenses of the mediators and arbitrators, along with other costs and expenses associated with the proceedings, shall be split equally between the Parties. Each Party shall bear its own costs and expenses, including attorneys' fees and other costs associated with the presentation of its case.

16. **Expenses.** Each Party shall bear its own expenses incurred in connection with the negotiation, execution, delivery and performance of this Agreement. The Client shall reimburse Hatton for all reasonable and necessary expenses incurred by Hatton and CA in the performance of the Services under this Agreement, which expenses are included in the fee structure outlined in Appendix A, and shall be billed in accordance with such Appendix A.

17. **No Partnership or Agency.** Nothing in this Agreement is intended to, or shall be deemed to, constitute a partnership or joint venture of any kind between the Parties, nor constitute any Party the agent of any other Party for any purpose. No Party shall have authority to act as agent for, or to bind, any other Party in any way.

18. **Entire Agreement.** Appendix A and Appendix B attached hereto are incorporated by reference. This Agreement, including Appendix A and Appendix B contain the entire agreement and understanding between the Parties with respect to the subject matter hereof and supersede all prior discussions and agreements among the Parties, both written and oral, with respect to the subject matter hereof, and contain the sole and entire agreement among the Parties with respect to the subject matter hereof.

IN WITNESS WHEREOF, the Parties have duly executed and delivered this Agreement effective as of the date first set forth above.

Hatton International Limited

By: _____

Name:

Title: President

Date:

Donald J. Trump for President

By: _____

Name:

Title:

Date:

Cambridge Analytica LLC

By: _____

Name: Alexander Nix

Title: Director

Date:

APPENDIX A

Pilot Project parameters:

Hatton, through CA (its prime sub-contractor) will undertake a data-driven pilot project for the Client, based on identified groups of individuals likely to support or make donations to the Client, made up of individuals on the applicable Service Provider's database. Likely Supporters (as defined below) and donors will be clustered into groups and targeted with messaging and imagery. In both cases, individuals will be driven to a landing page for Supporter and donation acquisition.

The Pilot Project will initially operate for 90 days from the date the applicable Service Provider gives Client written notification that it has been provided the necessary access to information by Client and has completed the first stage of data analytics, with such period not being longer than 5 business days after receipt of Client's information. The Pilot Project may only be terminated for cause, as provided in Section 6 of the subject Agreement.

Thereafter, the Pilot Project will automatically renew for additional periods of 30 days each, unless written notification is given that a Party intends to terminate the Pilot Project, no less than 20 days prior to the proposed end date.

For purposes of this Appendix A, "Supporter" shall mean any individual that responds to a call to action to support the Client by providing at least one piece of their personal identification information, and at least one piece of their personal contact information. Personal identification information may include initials, forename and surname. Contact information may include cell phone number, landline phone number and email address.

The project will be comprised of the following services, requirements and fees:

1. **Data Services**

Hatton, through CA (its prime sub-contractor), will provide the following data services aiming to register new Supporters and gain donations for the Client nationally:

- Periodic bi-monthly analytics reports on Supporter and donor profiles.
- Ongoing analytics, including segmentation of target audience groups across all states, integration of campaign audience contact data, and ongoing refinement of audiences using CA's proprietary methodology.

- A team of analysts selected and managed by Hatton and CA will be available remotely to the campaign to refine and present analytics findings.

2. Digital Campaign Management, creative services and reporting

Supporter identification and donation solicitation will be achieved through highly targeted digital messaging designed to engage and persuade potential Supporters to pledge their support and/or to donate through an agreed webpage(s), to be developed jointly by Client, Hatton, and CA. The applicable Service Provider will receive and utilize the Client's existing communication materials, and all web advertisements and outreach activities.

- The applicable Service Provider's team of online marketers, graphic designers, and website developers may develop additional creative communication materials for use in outreach activities. Materials will be designed to appeal to specific target groups of Supporters and donors.
- Periodic bi-monthly reports identifying the number of new Supporters and donors actively engaged through the digital outreach program (assuming access to relevant data shared with the applicable Service Provider by the Client, as outlined in Section 3 below).

3. Requirements

Services to be provided under this Agreement shall commence upon receipt from the applicable Service Provider of the data and information included in the existing house file of the Client, inclusive of donors, members and social media contacts. The Client agrees to provide the applicable Service Provider with administrative access to relevant online resources, including website(s), Facebook and other social media accounts. The Client agrees to give the applicable Service Provider access to all branding and creative content, inclusive of logos, graphics, color palette, images, taglines, phrases, priority issues and slogans. The Client agrees to inform the applicable Service Provider of all processes to integrate online presence for digital outreach and mail vendors. The Client agrees to give the applicable Service Provider administrative access to the website so as to develop and publish Supporter and donation pages for tracking and monitoring purposes. The Client and the applicable Service Provider additionally agrees to confirm in writing the level or cost of digital advertisement buys the Client and CA have agreed to be made per month on behalf

of the Client. Individual contact data and related information collected by the Client through the outreach and engagement phase will be provided to the applicable Service Provider to facilitate ongoing analytics support and post-analysis.

The applicable Service Provider shall be attributed the following:

Post-Click conversions (donations & Supporters) – During the Term and for ninety (90) days thereafter, a user clicking on a search, display or social ad.

Post-Impression conversions (donations & Supporters) – During the Term and for ninety (90) days thereafter, a user viewing a search, display or social ad.

Channel exclusivity on Facebook as it relates to the scope of the Services Agreement (e.g. fundraising and Supporter identification).

4. Schedule of Fees

The applicable Service Provider agrees to pay all external costs for media spend, with the budget each month for media buys to be agreed in writing between the applicable Service Provider and Client. The applicable Service Provider additionally agrees to meet all internal costs of the project, to be covered through commissions on donations raised. Internal costs may include, but are not limited to, staff, consultants, operational costs, third party service providers, media acquisition, advertising, platform licensing, software licensing, agency fees, and all other costs reasonably incurred. Client agrees to pay the applicable Service Provider a fee per new Supporter gained, as well as a percentage of donations raised. To this end, Client and the applicable Service Provider agree that payment on this basis may extend beyond the term of this Appendix A or this Services Agreement, and that all relevant expenses and outlays by CA are considered part and parcel of the payments due to the applicable Service Provider. For the avoidance of doubt, net fees realized by Client after credit card fees, bank fees, and reporting fees have been accounted for and not gross donations amounts shall be used to calculate payments herein. Fees will be structured as follows:

- Data analytics modeling and remote support
\$1.00 per new Supporter and or new donor registered each month

- Donations fee before internal costs are met (monthly)*

100% of all donations received will be payable to Hatton until all "out of pocket" expenses for each Service Provider for ad buys, as well as expenses for; all costs including staff, consultants, third party service providers, media acquisition, advertising, platform licensing, software licensing, agency fees, and all other costs reasonably incurred by any Service Provider.

- Once each Service Provider has been reimbursed for all of its expenses as provided immediately above, then 15% of all other donations received shall be payable to Hatton, with 85% of such donations payable to Client.

*If all internal costs and expenses are not covered through commissions on donations within 90 days of the end of each monthly billing period, then Client agrees to pay all remaining fees and expenses of the applicable Service Provider. Should the Parties determine to terminate this pilot project, then Client shall be responsible for making all payments due and owing to the applicable Service Provider within 90 days of said termination, with 100% of all donations received by Client during said 90 day period and attributable to the prior efforts of the applicable Service Provider, paid to the applicable Service Provider until the applicable Service Provider is made whole, on or before the expiration of said 90 day period.

Hatton shall invoice Client by the 10th day following each monthly billing cycle for costs and expenses from the prior month. To the extent sufficient funds have been raised through the Pilot Project, Client will promptly pay the invoice.

APPENDIX B

PRIME SUB-CONTRACTOR CONFIDENTIALITY AND INTELLECTUAL PROPERTY AGREEMENT

Parties & Purpose:	<p>Donald J. Trump for President (the "Client"), Hatton International Limited, a company registered in the United Kingdom ("Hatton"), and Cambridge Analytica, a Delaware limited liability company, as Hatton's prime sub-contractor therein ("CA") are parties to that certain Services Agreement, dated as of September 16, 2015 (the "Services Agreement"). Each of Client, Hatton and CA shall each be individually a "Party" and, collectively, the "Parties". The Parties recognize that CA has brought the Parties together and facilitated the Services Agreement, as such, for the benefit of CA and in recognition of its role, the Parties execute this Appendix to the Services Agreement to protect each Parties' property rights. Moreover, the Parties agree not to contract directly with each other, other than pursuant to the Services Agreement, for a period of one (1) year, absent the express written approval of CA.</p>
Term:	<p>The term of this Prime Sub-Contractor Confidentiality and Intellectual Property Agreement (this "Agreement") shall be effective from and after September 16, 2015.</p>
Ownership of IP:	<p>All Data and Analyzed Datasets purchased, developed or otherwise obtained prior to and during the Term either by or on behalf of CA, and all Work Product related thereto, and all intellectual property and other rights therein and thereto, shall be owned exclusively by CA.</p> <p>Upon termination of the Services Agreement for any reason, the Client and Hatton shall (i) immediately cease use and prohibit access to the Confidential Information of CA and any other priority information of CA; (ii) immediately return to CA, or destroy as CA directs, all Confidential Information of CA and any other priority information of CA; and (iii) within</p>

fifteen (15) days, provide CA with written confirmation of its compliance with the terms of this Section.

Confidentiality: Hatton and the Client, its respective directors, officers and employees (collectively, "Receiving Party") acknowledges (i) that it may have in its possession and/or may receive information of CA that is not available to the general public and (ii) that such information may constitute, contain or include material non-public information belonging to CA or its affiliates.

Receiving Party agrees to hold in strict confidence, with at least the same degree of care that it applies to its own confidential and proprietary information, but not less than reasonable care, all non-public information concerning CA (or its business) that is either in its possession or furnished by CA or its affiliates at any time pursuant to the Services Agreement or is produced through performance of the services as contemplated in the Services Agreement.

Receiving Party agrees not to use or disclose such information other than for such purposes as may be permitted hereunder except, in each case, to the extent that such information: (A) is or becomes available to the general public, other than as a result of a disclosure by Receiving Party in breach of the Services Agreement; (B) was available to Receiving Party or becomes available to Receiving Party on a non-confidential basis from a source other than CA or its affiliates , provided that the source of such information was not known by such Receiving Party to be bound by a confidentiality obligation with respect to such information, or otherwise prohibited from transmitting the information to such Receiving Party or its affiliates by a contractual, legal or fiduciary obligation; or (C) is independently known or generated by Receiving Party without use of or reference to any proprietary or confidential information of CA; provided, however, that the foregoing exception in clauses (A), (B) and (C) above shall not apply to Personal Information.

Notwithstanding anything herein to the contrary, in the event that

Receiving Party either determines on the advice of its counsel that it is required to disclose any information pursuant to applicable law or the rules or regulations of a governmental entity, or receives any demand under lawful process or from any governmental entity to disclose or provide information of CA that is subject to an obligation of confidentiality, such Receiving Party shall, to the extent legally permissible, notify CA prior to disclosing or providing such information and, if CA so requests, cooperate in seeking any reasonable protective arrangements reasonably requested by CA. In the event that a protective arrangement is not obtained, such Party that received such request (i) may thereafter disclose or provide such information to the extent required by such applicable law (as so advised by counsel) or by lawful process of such governmental entity or rating agency, without liability therefor and (ii) shall exercise commercially reasonable efforts to have confidential treatment accorded to any such information so provided or furnished.

Data Privacy

The Parties to the Services Agreement shall, with respect to any Personal Information provided by any Party, (i) notify the other impacted Party as soon as practicable if it learns or has reason to believe a Security Event has occurred with respect to Personal Information within such Party's custody or control, (ii) provide reasonable assistance to such Party in providing notice of a Security Event, (iii) reasonably cooperate in good faith with all Parties to investigate and resolve the Security Event and mitigate any harmful effects of the Security Event; and (iv) document responsive actions taken related to any Security Event.

The Parties acknowledge and agree that, except as otherwise required by applicable law, with respect to a Security Event affecting a Party's Personal Information: (i) it shall not inform any third party of the Security Event without first obtaining the other impacted Party's prior written consent, other than to inform a complainant that the matter has been forwarded to the other; and (ii) the impacted Party shall have the sole right to determine: (a) whether notice of the Security Event is to be provided to any individuals, governmental entities, consumer reporting agencies, or

others; and (b) the contents of any such notice, whether any type of remediation may be offered to affected persons, and the nature and extent of any such remediation.

With respect to each Security Event affecting another Party's Personal Information, the Parties shall cooperate with the impacted Party, shall promptly (and in any event as soon as reasonably practicable) (A) perform a root cause analysis and prepare a corrective action plan, and (B) if the impacted Party so requests, prepare a written report and detailed information, including how and when such Security Event occurred and what actions it is taking to remedy such Security Event, and shall take commercially reasonable actions to prevent the recurrence of a similar Security Event.

The Parties acknowledges that, pursuant to Privacy Laws, that each Party is required to obtain certain undertakings from CA with respect to the privacy, use and protection of Personal Information. Notwithstanding anything to the contrary contained herein, the Parties covenants that, with respect to any Personal Information to which the Parties, their affiliates and subcontractors and its and their respective representatives have access in connection with the Services Agreement or this Agreement, the Parties shall, and shall cause their affiliates and subcontractors and their respective representatives to: (i) comply in all material respects with all Privacy Laws, (ii) keep all Personal Information strictly confidential and not disclose, process or use any Personal Information except and only to the extent reasonably necessary to provide the Services (as defined in the Services Agreement) and otherwise perform its contractual obligations, (iii) only process Personal Information to provide the services or otherwise in accordance with the written instructions of providing entity, (iv) not disclose or transfer any Personal Information to any other person or entity (including a Party's affiliates and subcontractors and their respective representatives) without the prior written consent of the providing Party, and (v) maintain reasonable administrative, technical and physical safeguards and measures, including a written information security

program, designed to ensure the security and confidentiality of all Personal Information and to protect against accidental, unauthorized or unlawful access to, disclosure of, destruction of, or use or processing of any Personal Information, including any safeguards required by Privacy Laws.

Definitions

"Analyzed Dataset" means any Data that has been subsequently processed, augmented, groomed, interpreted or appended with predictive scoring by equipment or methods developed by CA, including any recommended messaging.

"Confidential Information" means any technical and business information relating to CA's proprietary ideas, patentable ideas, copyrights and/or trade secrets, existing and/or contemplated products and services, software, schematics, research and development, production, costs, profit and margin information, finances and financial projections, customers, clients, marketing, and current and future business plans and models, regardless of whether such information is designated as "Confidential Information" at the time of its disclosure. Confidential Information includes, but is not limited to, CA's (i) Intellectual Property, (ii) Analyzed Dataset, (iii) Data and (iv) Work Product.

"Data" means information relating to behavioral, microtargeting, electoral or behavioral analysis, voter files, demographic information, and customized hardware configurations.

"Intellectual Property" means all rights relating to any of the following: (i) inventions, discoveries, improvements, ideas, Know-How (defined below), formulas, methodology, processes, technology, software (including password unprotected interpretive code or source code, object code, development documentation, programming tools, drawings, rules, specifications and data) and applications and patents in any jurisdiction pertaining to the foregoing, including re-issues, continuations, divisions, continuations-in-part, renewals or extensions; (ii) trade secrets, including models, methodologies, specifications, rules, procedures, processes and

other confidential information and the right in any jurisdiction to limit the use or disclosure thereof; (iii) writings, designs, software, or other works, applications or registrations in any jurisdiction for the foregoing; (iv) databases; (v) books and records pertaining to the foregoing; (vi) claims or causes of action arising out of or related to past, present or future infringement or misappropriation of the foregoing; and (vii) all rights relating to the items identified in (i) – (vi) above, including without limitation all patents, copyrights, and trade secret rights.

“Personal Information” means that portion of Data that is subject to Privacy Laws and includes all information defined by the terms “personal information,” “personal data,” or any similar term under any applicable Privacy Law.

“Privacy Laws” means all applicable laws that relate to (i) data security, (ii) data privacy, (iii) cross-border data transfers, or (iv) data protection.

“Security Event” means any loss of; actual or attempted unauthorized or unlawful access to, acquisition of, use of, or disclosure of Personal Information.

“Work Product” means all word product and deliverables created, prepared, produced or delivered by or on behalf of CA under this Agreement and, including, without limitation, data, reports, results, analyses, evaluations, conclusions and other documents, records and materials in all forms and media.

RE: Wire info

From: Kyriakos Klosidis <[REDACTED]>
To: "Levy, Larry" [REDACTED]
Cc: kellyanne [REDACTED], jeffrking [REDACTED] "Jacqui James Varga, CPA"
[REDACTED] >, Chris Britton [REDACTED], Stefan C. Passantino
[REDACTED] Sabhita Raju [REDACTED], Brittany Kaiser
[REDACTED]
Date: Fri, 18 Sep 2015 16:18:38 +0000

Larry,

Thank you for the clarification, to the point as always. This agreement is absolutely fine by us.

Best regards,

Kyriakos

From: Levy, Larry [REDACTED]
Sent: 18 September 2015 17:07
To: Kyriakos Klosidis <[REDACTED]>
Cc: [REDACTED] m; [REDACTED] Jacqui James Varga, CPA
[REDACTED]; Chris Britton [REDACTED] h) [REDACTED] >;
Stefan C. Passantino [REDACTED] m) [REDACTED] >; Sabhita
Raju [REDACTED] c) [REDACTED] >; Brittany Kaiser
[REDACTED] rg>
Subject: RE: Wire info

I don't think so, we'll do at least one digital ad seeking money, and when we drive supporters to our website the splash page has a donate button. Supporter acquisition is part and parcel of soliciting donations. Larry

From: Kyriakos Klosidis [REDACTED]
Sent: Friday, September 18, 2015 12:04 PM
To: Levy, Larry
Cc: kellyanne [REDACTED]; jeffrking [REDACTED]; Jacqui James Varga, CPA; Chris Britton ([REDACTED]
[REDACTED] Stefan C. Passantino ([REDACTED] Sabhita Raju ([REDACTED]
[REDACTED] Brittany Kaiser
Subject: RE: Wire info

Hi Larry,

Thanks for your email. Overall the agreement looks fine, although there is one point that needs to be addressed. Section 5d reads as follows: "for any purpose other than for soliciting contributions on behalf of the _____ as authorized and directed by the _____.", which may be problematic given that the current scope of work only refers to supporter identification and data capture. Please advise whether this is an issue that should be addressed.

Thank you for your time,

Kyriakos

From: Levy, Larry [REDACTED]
Sent: 18 September 2015 15:40
To: Sabhita Raju [REDACTED] <[REDACTED]>; Kyriakos Klosidis <[REDACTED]>; Brittany Kaiser <[REDACTED]>
Cc: kellyanne [REDACTED]; jeffrking2 [REDACTED]; Jacqui James Varga, CPA <[REDACTED]>; Chris Britton ([REDACTED])
Stefan C. Passantino ([REDACTED])
Subject: FW: Wire info

Good morning Kyriakos/Brittany,

Annexed is the Iowa GOP agreement we need to file in order to buy the caucus list. Presumably you previously completed at least one of these for the STC campaign. Do you have any issue with signing this given the requirements of section 5?

We intend to buy the list for the generic Keep the Promise and use it with our family of KTP committees. We would complete section 5 d. by inserting Keep the Promise as authorized and directed by Kellyanne Conway or other authorized agent. We will need to have CS and Lukens also sign the vendor agreement, which I'm sure each has previously done for other clients.

Jeff,

It appears that you already spoke with Mr. Olsen so that we won't have any issue with the Iowa GOP about sharing the list among the affiliated PACs, correct? Each PAC will be contributing to the cost of the list and Cambridge Analytica will be using it as a vendor, but we may also have other vendors, such as Campaign Strategies and Walter Lukens who are doing are digital and mail outreach. We can have each of them forward a vendor agreement later.

The plan is to get this signed today, or Monday the latest and send the signed forms to you so that you can alert them to expect a wire from our bank. If we don't get it done by about P.M. EST, we won't be able to get a wire out until Monday.

Jacqui,

The PDF attached is ready for your signature, please sign and pdf back to me. Is there any issue with getting a wire out today or Monday?

Larry

LARRY LEVY

Counsel

BRACEWELL & GIULIANI LLP

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From: jeffrking [REDACTED]
Sent: Friday, September 18, 2015 10:03 AM
To: Levy, Larry
Subject: Fwd: Wire info

Wanted to make sure you saw this email.

Jeff

Begin forwarded message:

From: "Jeff King" [REDACTED]
Date: September 17, 2015 at 4:25:14 PM CDT
To: <larry [REDACTED]>
Cc: <kellyanne [REDACTED]>
Subject: FW: Wire info

Larry,

I've attached the agreement. Chad Olsen, the Executive Director of the Republican Party of Iowa, suggested to list Keep the Promise as the committee so all Keep the Promise committees can use the list. Once he receives the list agreement and the wire he will email the list.

Can you take a look at this and which one of us needs to sign this.

You will also see the wiring information here:

[REDACTED]

Thanks,
Jeff

From: Chad [REDACTED]
Sent: Thursday, September 17, 2015 3:43 PM
To: jeffrking [REDACTED]
Subject: Re: Wire info

Jeff,

See below. Page 1 is for the committee/PAC, page 2 if for vendors to fill out (data, mail, etc, that you provide access to the caucus file). Scan and email the agreement (Page 1) back to me at [REDACTED]

If the vendor agreement applies, send me copies when/if applicable.

Once I have the agreement and the wire is posting, I can transfer the file; just let me know the proper email address to send.

Thanks, Jeff!
Chad

[REDACTED]

[REDACTED]

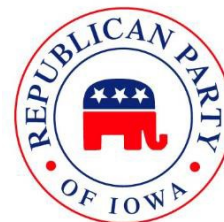
On Thu, Sep 17, 2015 at 3:32 PM, < [jeffrking](#) [REDACTED] > wrote:
Chad - good taking with you.

Please send the wire info to this address. Can you also resend the agreement?

Thanks,

Jeff

REPUBLICAN PARTY OF IOWA
621 EAST NINTH STREET
DES MOINES, IA 50309
515-282-8105



LIST OWNERSHIP AND CONFIDENTIALITY AGREEMENT

1. Cambridge Analytica, a Delaware limited liability company with its principal executive office at The Corporation Trust Company, [REDACTED] (hereafter referred to as "Vendor"), agrees to abide by all the terms and conditions of this Agreement.
2. Vendor agrees that the Republican Party of Iowa (hereafter referred to as the "Iowa GOP") caucus attendee list and all information contained therein is, and shall remain, the exclusive property of the Iowa GOP.
3. Vendor agrees that it shall acquire no property or ownership interest in, or rights to, the Iowa GOP caucus attendee list or any information contained therein.
4. Vendor acknowledges and agrees that the Iowa GOP caucus attendee list and all files, information, updates and enhancements thereto which are provided to, generated by, or otherwise become known to Vendor in connection with, or incident to, this Agreement are privileged and confidential.
5. Vendor agrees that neither it, nor any of its directors, officers, employees, consultants or agents will:
 - a. disclose, rent, lease, or sell the Iowa GOP caucus attendee list in whole or in part, or any file(s), information, updates or enhancement(s) derived from the Iowa GOP caucus attendee list to any other party;
 - b. enter into any agreement establishing joint ownership of the Iowa GOP caucus attendee list, in whole or in part, or any file(s), information, updates or enhancement(s) derived from the Iowa GOP caucus attendee list;
 - c. retain or duplicate the Iowa GOP caucus attendee list, in whole or in part, or any file(s), information, updates or enhancement(s) derived from the Iowa GOP caucus attendee list;
or:
 - d. make any use of the Iowa GOP caucus attendee list, in whole or in part, or any file(s), information, updates or enhancement(s) derived from the Iowa GOP caucus attendee list, for any purpose other than for soliciting contributions on behalf of the Keep the Promise (KTP) as authorized and directed by KTP.
7. Vendor agrees the Iowa GOP has the right to proceed directly against Vendor or Vendor's agents if this Agreement is violated, and may obtain injunctive relief, as well as monetary damages.
8. Vendor agrees that this Agreement shall apply to any successor organizations.

By: Alexander Nix, Director

Cambridge Analytica
Vendor

September 18, 2015

Date

Paid for and Authorized by the Republican Party of Iowa

[REDACTED]

RE: Making a payment for invoice 16-CA-171

From: Sandra Nguyen [REDACTED]
To: Krystyna Zawal [REDACTED]
Cc: brittany [REDACTED] Ana Barrera [REDACTED] Jenny Trinh [REDACTED]
Date: Thu, 15 Sep 2016 17:05:57 +0000

Hi Krystyna, no we do not accept credit card payments.

Sandra Nguyen
Account Manager

Ernst & Young Financial LLP - WEALTH & BUSINESS MANAGEMENT

[REDACTED]

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From: Krystyna Zawal [REDACTED]
Sent: Thursday, September 15, 2016 10:04 AM
To: Sandra Nguyen [REDACTED]
Cc: brittany [REDACTED]
Subject: Making a payment for invoice 16-CA-171

Hi Sandra

A client is trying to make a payment towards invoice 171 (attached). He is trying to use the funds he has on his credit card. Are you aware of any way to make the payment online using a credit card?

I'd really appreciate your advice on this.

Regards

Krystyna Zawal

[REDACTED]

www.scl.cc

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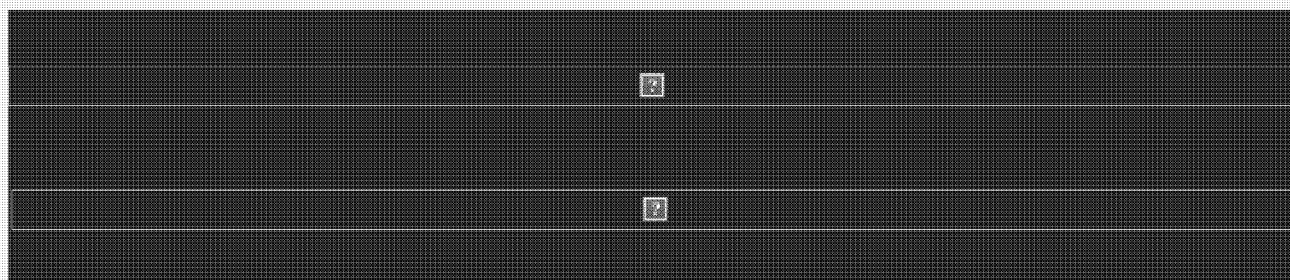
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Please consider the environment before printing this e-mail

Civicist's First Post: All in the Family

From: Civic Hall [REDACTED]
To: Brittany [REDACTED]
Date: Mon, 27 Mar 2017 13:48:10 +0000

March 27, 2017



Micah L. Sifry

All in the Family

- The White House is announcing the morning the formation of its Office of American Innovation, which will be led by **Jared Kushner**, the president's eminently qualified son-in-law, report **Ashley Parker and Philip Rucker** for The Washington Post. Kushner—who already holds the job of bringing peace to the Middle East and managing his father-in-laws many other foreign policy initiatives—envisions reimagining Veterans Affairs, modernizing the tech infrastructure of every government agency, and providing broadband to every American as part of Trump's \$1 trillion infrastructure plans.
- "The government should be run like a great American company," Kushner told the Post. Apparently the kind of company he means is an incestuous family business. For example, **Reed Cordish**, a Kushner deputy whose title is assistant to the president for

intergovernmental and technology initiatives, is a longtime friend of the Trump family who is a Baltimore real-estate developer. The families hooked up as a result of Trump suing Cordish's father and then "falling in love" with him upon meeting, according **John Fritze's report** in the Baltimore Sun. He also reports that "**Ivanka Trump** helped facilitate **Reed Cordish's** first date with her best friend. The two eventually married."

- **Public service announcement:** **Here's why** government can't be "run like a business": As **Jascha Franklin-Hodge**, Boston's CIO, said at the Code for America summit in 2015, "Businesses get to choose their customers, government has to serve everyone." (**Bonus link:** how teachers make this point better than anyone.)
- According to the Post report, the office is working with tech executives including Apple's **Tim Cook**, Microsoft's **Bill Gates**, Salesforce's **Marc Benioff** and Tesla's **Elon Musk**. Benioff told the Post that while "we don't agree on everything" he is "hopeful that Jared will be collaborative with our industry in moving this forward. When I talk to him, he does remind me of a lot of the young, scrappy entrepreneurs that I invest in in their 30s." OK, that comment made me throw up in my mouth a little bit.
- **Putting lipstick on pigs:** Kushner's explicit elevation to White House tech and innovation czar presents our friends in places like the White House Digital Service, 18F, and all the other department and agency digital services with the dilemma they've been hoping to avoid: can you keep your head down and work on modernizing government services if that means legitimizing Trump and Kushner's flagrant disregard for clean government?
- **To your health (care):** As the dust settles on the collapse of the Republican drive to repeal Obamacare, here are some nuggets that have emerged: On Thursday, the day before the American Health Care Act was pulled from the House floor, the top post on the Cloakroom app, a chat tool used solely by denizens of Capital Hill, was "We are all interns today," **Phillip Bump reported** for The Washington Post. That's because everyone on the Hill was answering the "godforsaken phones" that were ringing all day. One Republican member of Congress, **Daniel Donovan** of NY, reported that calls to his office were running 1000-1 in opposition to the bill.
- The opposition to the repeal of Obamacare, **reports David Weigel** of The Washington Post, wasn't led by congressional Democrats, but instead came from a "roiling, well-organized 'resistance' [that] bombarded Republicans with calls and filled their town halls with skeptics." He highlights the role of **Bernie Sanders** calling early rallies to defend the ACA as well as the rise of Indivisible.
- With the House likely to follow the Senate in voting to let Internet service providers sell their customers' usage data, the battle for online consumer privacy is likely to shift to state legislatures, **Conor Dougherty reports** for The New York Times.
- **What sharing economy?** Uber CEO **Travis Kalanick** and a bunch of senior

employees went to a karaoke/escort bar in Seoul in 2014, resulting in an HR complaint from one of the female employees **Amir Efrati** [reports](#) for The Information.

- According to BuzzFeed's Priya Anand, some Uber employees are "[frustrated](#)" by board member **Arianna Huffington**'s role in overseeing the company's internal investigation into allegations of systemic sexism at the ride-hail giant. Anand also reports that Huffington's Thrive Global health and wellness company used to sell a t-shirt emblazoned "#SLEEPYOURWAYTOTHE TOP," until Uber employees complained.
- **This is civic tech**: Civicist contributor **An Xiao Mina** elaborates on her [recent piece](#) about networked production and protest culture in a [talk](#) at the Berkman Klein Center.
- A Stanford University demographer, **Timnit Gebru**, has figured out how to use Google Street View images to reveal detailed information about Americans' race, income, education level and occupation—even their voting preferences, [reports](#) MIT's Technology Review.
- Your moment of zen: This "[life-affirming](#)" [video](#) from **Kirsten Lepore** is just strange enough to actually work, butt for one odd feature. You'll see.

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Mexico

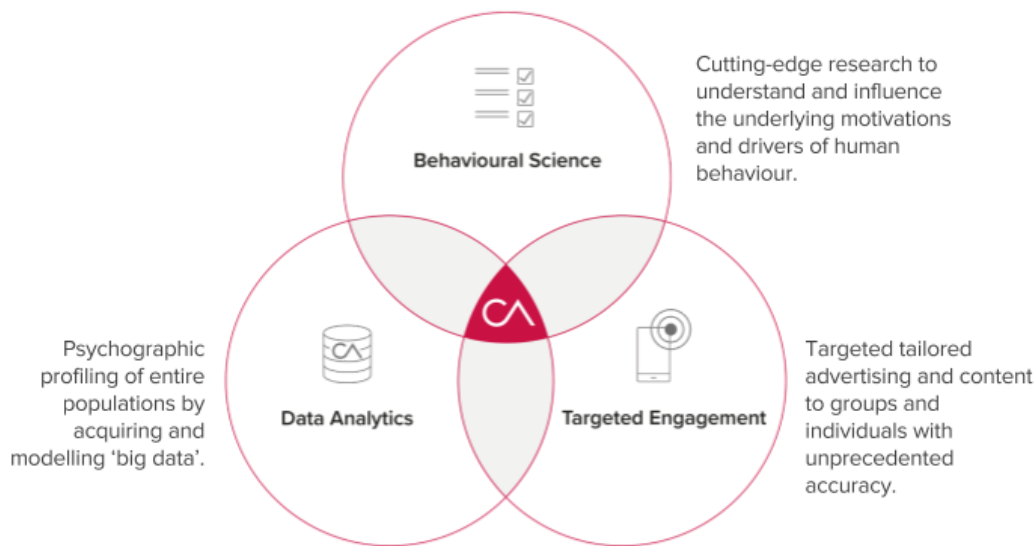
Partido Revolucionario Institucional (PRI)

Data-Driven Campaign: General Election 2018

About Cambridge Analytica

Cambridge Analytica (CA) Political is a global leader in behaviour change campaigns. We offer a proven combination of behavioural psychology, data analytics and digital marketing, to drive voters to the polls and win elections.

In the political space for over 25 years, we have supported more than 100 campaigns across five continents. Our work ranges from complex political research projects and polling in difficult environments, to full-scale campaign management for heads of state, prime ministers, political parties and movements. Clients have access to the behavioural insights of CA's nationwide target audience analysis, married to a communications capability which uses cutting-edge data analytics to model, segment and microtarget the population with personalised messaging.



We are truly global. Working for decades in Asia, Africa, Europe and the Caribbean, we entered the US market in 2013, and now have offices in London, Washington D.C., New York, Brazil and Mexico. Our recent track record includes campaigns in Eastern Europe and East Africa, and providing data analytics and messaging support to candidates for the presidency, senate and congress in the U.S. last year. We played a pivotal role in the Trump campaign, managing a large-scale digital communications campaign which helped win the race for the White House through targeted messaging to swing seats.

CA offers clients a fully end-to-end campaign service. We are able to provide support at any stage of a political campaign and place experts on-the-ground at very short notice. Our staff includes industry-leading experts in political research, data science, behavioural psychology, journalism and communications. Among them are PhDs from the world's top universities and dozens of nationalities.

While winning elections is our expertise, our core competencies extend to supporting governments and political parties in all aspects of national and international reputation management, PR and media handling. Behavioural change campaigns include programmes on health and development, social reform, homeland security, crime, attracting foreign direct investment, promoting tourism and perception management.

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Introduction

Introduction

Mexicans have much to be proud of. Testament to its rich history and civilisation, the country is home to the greatest number of UNESCO World Heritage Sites in the Americas. From football to film, music to food, the country's contribution to global culture remains profound. As the world's most populous Spanish speaking country, it has a trillion-dollar economy which many analysts predict will become one of the world's five biggest by 2050.

But today, **Mexico is going through one of the darkest periods in its modern history.** In 2014 it had the third highest number of civilians killed in internal conflict after Syria and Iraq, primarily due to the bloody fight against drug trafficking, which has left over 200,000 people dead or missing since the turn of the millennium. Endemic corruption is estimated to be costing the country anywhere between 2 to 10 percent of its GDP annually at a time when poverty remains widespread. People's concerns about crime, corruption and unemployment are at an all-time high, and there is an appetite for radical change.

A Party under Threat

Much of this has been attributed to the governing Partido Revolucionario Institucional (PRI), a party with which Mexico's modern history is intertwined. The PRI ruled in a one-party system from 1929-2000, but its comeback under President Enrique Peña Nieto in 2012 after two terms of PAN government has been more than challenging. Under Nieto, the peso plummeted to its lowest value since the 1994 Tequila Crisis, and his approach to the drug war is said to have caused a record number of murders across the country. **This not only left Nieto with the lowest approval rating of any President in Mexican history, but further catalysed an overall decline of trust in the entire political establishment** – with voter confidence in all political parties falling from 80% in 2012 to 61% in 2015.



All this has come at the gain of Andrés Manuel López Obrador, the ‘anti-establishment’ candidate in the forthcoming elections. Obrador recently separated from the PRD to form the MORENA (National Regeneration Movement) party, vowing to fight corruption and urging people to ‘try something new’. His tenure as Mayor of Mexico City was widely applauded (an 80% approval rating) for its focus on social services and public infrastructure. He narrowly missed out in a bid to be President in 2006 (by 0.5%) but is currently ahead in the polls for the 2018 General Election. Obrador will seek to stir, own and leverage the pervading anti-Trump nationalism in Mexico, using the alleged mistreatment of Mexico in the NAFTA negotiations to reinforce his ‘Mexico-First’ narrative.



Bouncing Back

Such widespread disillusionment with the current government - coupled with the resurgence of Obrador - warrants urgent intervention on behalf of the PRI. And there is still the time to make a difference. To reverse the current trend, a robust understanding of the electorate is much needed, as is an equally robust strategy to communicate with them in accordance with contemporary attitudes, grievances and motivations that are unique to 21st century digital Mexico.

‘Surprise’ electoral successes from Trump to Modi and beyond can be attributed to the power of this research-oriented, data-driven approach. This allows for effective digital microtargeting, which is particularly applicable in the Mexican context where there are more than 110 million smartphone connections, accounting for over 90% of the population. Mobile ad spending in Mexico is set to represent almost half of total digital ad spending by 2018, by far the largest level of mobile investment of any major market in Latin America. Considering this, **cutting-edge methods in behavioural science, data analytics and targeted engagement will not only be indispensable, but potentially decisive in the 2018 General Election campaign.**

In preparation for the campaign, the PRI will require four things:

- A deeper understanding of the electorate: what is perturbing them? What is drawing them to Obrador? What will it take to move them to action? What kind of leader do they want/expect?

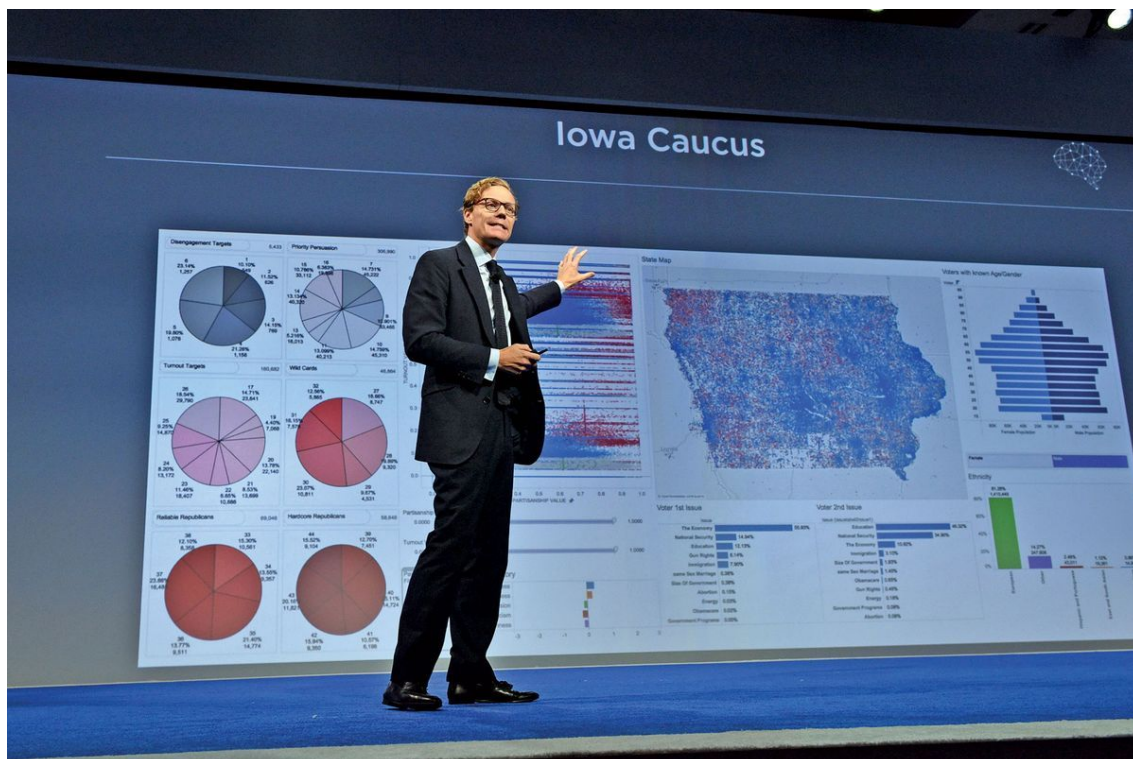
- A newly invigorated party leadership, brand identity and vision which captures the imagination of a dynamic but polarised and disillusioned nation, and offers a new narrative of national pride and optimism.
- An effective, nimble and highly targeted communications capability that cuts through the noise and misinformation with coherent, credible and consistent messaging, which reaches audiences and has a measurable effect on their attitudes and behaviour.
- A powerful and creative counter-campaign strategy to combat Obrador's growing popularity.

The Path to Success

As world leaders in research and data-driven political communications, CA is unrivalled in developing and implementing influence and voting behaviour strategies. It was our ability to model, segment and microtarget the population with personalised messaging which was instrumental in putting President Trump into the White House, causing the biggest upset in modern U.S. political history.

We achieved this spectacular success against an opposition that spent at record levels. We did it in less time, with fewer people, and on a much smaller budget. In short, we did it against the odds – giving us invaluable insight into how we can do the same for the PRI in the coming 10 months. At the heart of the Trump campaign – and the driving force behind this proposal – was a data infrastructure that was constantly fed by research, informed by data science, and delivered through targeted digital marketing. This entire infrastructure was centralised in an Operations Centre that brought all elements together, delivering a powerful integrated capability that became more honed and cost-effective with every week of campaigning.

This proposal sets out how CA will give the PRI an equivalent level of operational and technological support in the bid to win the 2018 General Election.



Executive Summary

Executive Summary

This proposal is segmented into the following components:

1) National Situational Analysis

This section will outline CA's plan to conduct a comprehensive review of PRI's existing communications activity and capability in order to build a clearer picture of the factors that will determine success in the pan-Mexican context. It will also show how CA will seek to extract maximum value from PRI's data assets, leverage third-party data, and use these resources to enable data-driven marketing and research. This important 'discovery' phase will inform all subsequent phases on the path to 2018.

2) National Data Infrastructure Project

This section will outline how CA will apply its extensive experience to design and build an Operations Centre, equipped with a robust technical and data infrastructure, that can facilitate coordinated team planning, strategy execution and seamless campaign communications to provide PRI with the capability to mount powerful, efficient national campaigns.

3) Data-Driven Campaign for 2018 General Election

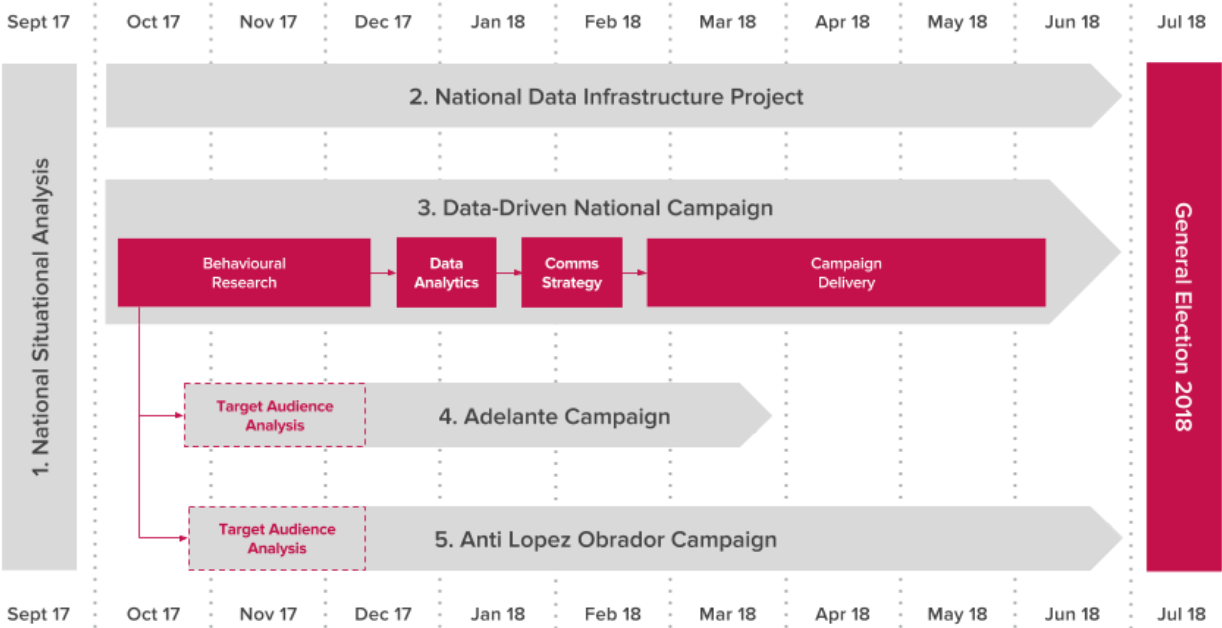
This section will set out the sequence of steps required to build, launch and implement a robust national election campaign. Using a combination of data analytics, behavioural science and targeted communications, CA will determine the key issues, identify target audiences, and develop the most effective channels of communications in order to re-engage PRI with the electorate, build support and pave the way to victory in 2018.

4) Adelante Campaign

CA will devise and roll out a national 'feel good' campaign - provisionally titled ADELANTE MEXICO - that will highlight government achievements, reconnect PRI with the population, and reinvigorate national pride. ADELANTE MEXICO will give ordinary people a voice and provide a platform for them to talk about the key issues at the heart of Mexicans' daily life -- a reminder that, yes, the Government *is working for them*, and life is good. In this way we aim to shift the dialogue between the government and its citizens from the current top-down bureaucratic messaging, to bottom-up engagement through individuals and local communities.

5) Anti López Obrador Campaign

Running alongside all other components, CA will undertake a national campaign to address the growing popularity of Morena leader, Andrés Manuel López Obrador (AMLO). CA will conduct a mixture of desk-based research and focus groups to identify AMLO's weaknesses, and implement a powerful negative campaign strategy to undermine the populist leader between now and polling day. Using similar techniques that were employed against Hillary Clinton in the 2016 US Presidential election, CA will use the research findings to deploy targeted communications across a variety of platforms in order to maximise exposure and impact.



Component 1

National Situational Analysis

Component 1

National Situational Analysis

STRATEGIC COMMUNICATIONS REVIEW

CA will begin by conducting a comprehensive review of existing communications activity and capability in order to build a clearer picture of the factors which will determine success. Many of these factors are external – the political landscape, media environment, and impact of multiple audiences, agendas and events. Others are internal – the capacity, structure, processes and funding which govern the communications function. Taken together, they determine the ability of PRI to communicate coherently, credibly and consistently to all stakeholders through a wide range of tools and channels.

Over the course of eight weeks, CA will analyse the following factors to build this foundation for successful engagement:

Internal

- **Communications capability** – infrastructure, roles, functions, processes, outputs
- **Audit of communications products, programmes and work streams** – scope, scale, delivery; strengths and weaknesses
- **Assessment of opposition response** – rapid rebuttal and crisis communications capability
- **Evaluation** – measures of performance and effect

External

- **Review existing sources of information** – polling, media coverage, narrative/political analysis
- **Identify key stakeholders** – supporters, opponents, influencers and their relationships
- **Interviews with subject-matter experts** – map the political landscape, identify major drivers and dynamics of public opinion, review ‘lessons learned’ from previous campaigns
- **Analysis of media and social media landscape** – key outlets, platforms, channels

Deliverables

A report setting out the initial findings and recommendations, including:

- Key features/drivers of the political landscape and ‘national conversation’
- Assessment of branding, positioning, narratives and messages
- Preliminary audience segmentation
- Research design (qual/quant) and preparation for Target Audience Analysis
- Most effective channels/methods for political messaging
- Communications activities - what’s working/not working, and why
- ‘Quick fix’ observations on internal structure and capability, staffing and effectiveness

DATA GAP ANALYSIS

Every political or government organisation aspires to have a 360° perspective of their audiences, with every interaction and communication linked to a single centralised record. Increasingly, the quality of that data and how it is used are crucial – determining the ability of a government or political party to identify, reach and engage the population with the right message, at the right time, and in the most persuasive format.

However, the reality is that most governments and parties suffer from data ‘silos,’ with data assets spread over multiple locations and systems, making it difficult to use the data effectively. CA’s behavioural and data scientists are experts in collecting, interpreting and using data to build and develop a successful analytics-informed strategy. The Data Gap Analysis will clarify the data landscape and act as a foundation for subsequent data enrichment, analysis, modelling and segmentation.

Internal

- **Analyse existing database(s) and infrastructure** – including access to e.g. the national voter file, party membership database, other information sources
- **Assess data quality against a scorecard** – with metrics such as completeness (how many entries are missing), timeliness (age of data), validity and usefulness
- **Understand where gaps exist** – between current and required data, and define data needs

External

- **Identify 3rd party data** – to fill the gaps, enrich the database and begin the process of segmenting and modeling the voter base
- **Highlight potential challenges** – with regards to data regulatory compliance, data availability and processing (for example, ability to perform natural language processing)

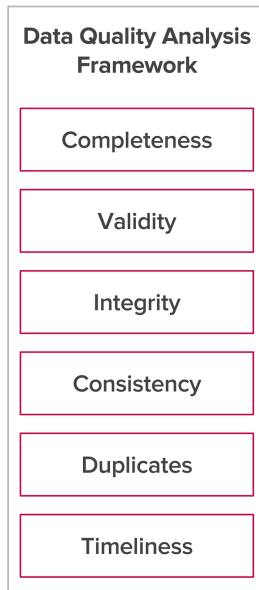
CA will conduct the Data Gap Analysis in four stages:



Data Landscape Assessment

The data landscape assessment provides an understanding of key data assets and infrastructure both inside and outside your organisation, e.g. the national voter file, party membership database and public census data. Our methodology is:

1. Conduct interviews with stakeholders and data owners/stewards to understand available data assets, limitations and usage requirements
2. Review of third-party and public datasets that are applicable to your organisation and objectives
3. Plot identified data assets on our Data Landscape Analysis framework



Data Quality Assessment

In our assessment we evaluate data quality against a scorecard consisting of six metrics:

Completeness - what data is missing?

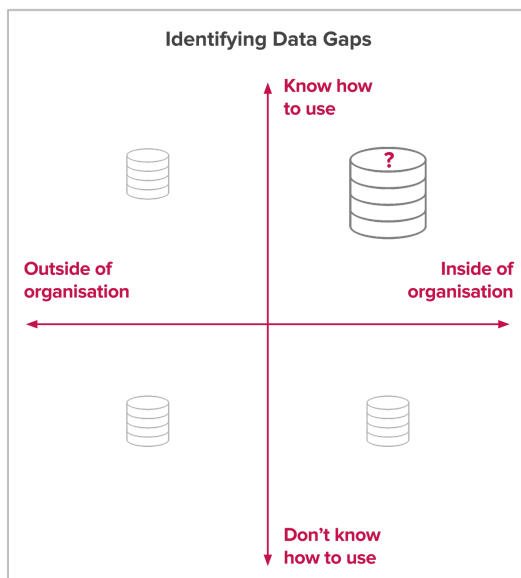
Validity - is the data within the correct domain/range?

Integrity - are all relationships between datasets upheld?

Consistency - what data gives conflicting information?

Duplicates - is there repeated data (e.g. duplicated customers/orders)?

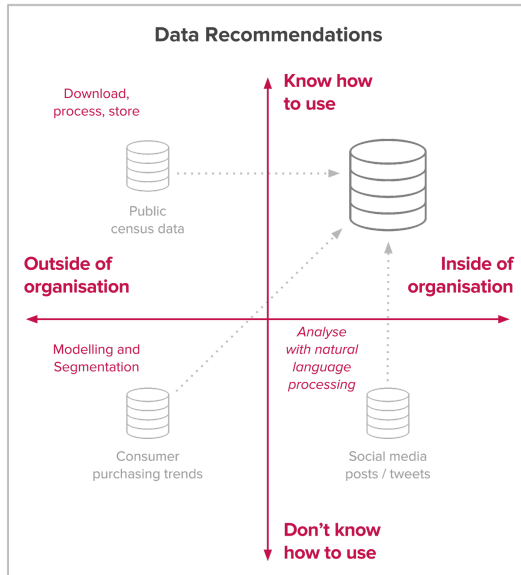
Timeliness - is the data generated/presented at the scheduled time, and is this documented?



Identify Data Gaps

Given your objectives and our knowledge of political environments and data empowered campaigns, we will work with you to define the “target data situation”. This includes the data, systems, tools, processes and skills required to have a data empowered campaign.

Using this knowledge, we will identify data gaps, determine what actions are needed to achieve the data target and make recommendations.



Data Recommendations

From the identification of data gaps, potential challenges can be highlighted, such as:

- Third-party data that needs to be purchased
- Public data that needs to be acquired
- Changes to existing processes, systems or tools to provide the necessary data or improve data quality
- Regulatory compliance challenges
- Infrastructure requirements

This provides a set of detailed recommendations to fill the gaps, enrich the database, and begin the process of segmenting and modelling the voter base.

Deliverables

A plan detailing how to extract maximum value from your data assets, leverage third-party data, and use these resources to enable data-driven marketing and research, including:

- Gap analysis, a view of current data, target data, and the gap to be filled
- Plan for integration of current data infrastructure, hygiene, ordering and analysis
- Initial insights, segmentation and modelling of target audience groups
- Viability of online targeted engagement and digital marketing as part of campaign strategy

Component 2

National Data Infrastructure Project

Component 2

National Data Infrastructure Project

Organisation and structure are the keys to electoral success. A campaign is a complex meshing of moving parts and parallel programmes which need to be properly coordinated and sequenced if they are to have the intended effect. A national campaign of this size will need to gather a huge amount of information from multiple sources, make sense of it and generate a wide range of outputs aimed at multiple audiences, all designed to propel the campaign forward in a constantly changing environment.

To achieve victory, PRI must have the necessary infrastructure to ensure synergy between all aspects of the campaign, from research and analysis to strategic planning and Get Out The Vote (GOTV).

Operations Centre

To do this effectively, we will need to bring together all the core campaign elements under one roof, in a national Operations Centre. This will act as the nerve centre for campaign coordination and planning for the national campaign throughout 2017 and 2018. More importantly, it will serve as the strategic hub of PRI's electoral campaign machine for years to come, constantly evolving and innovating to meet future challenges.

Across many countries, CA has extensive experience designing and managing the infrastructure of political organisations and campaign teams, building capacity and delivering solutions and advice on the recruitment, training and operational processes necessary to achieve electoral success. The Situational Analysis will include a thorough review of the management structure, information systems, human resource capabilities and IT capacity of PRI. Based on this, CA will apply its extensive experience to design and build an Operations Centre that can facilitate coordinated team planning, strategy execution and seamless campaign communications to provide PRI with the capability to mount powerful, efficient national campaigns.

CA can advise on recruitment and devise job descriptions, organigrams and process flows to support the team that will drive the majority of the party's work from inside the Operations Centre. We can assess the office space and design floor plans to accommodate the technical and physical infrastructure. CA will also outline and purchase all equipment required to prepare the Operations Centre for daily use and utilise existing PRI hardware wherever possible. Installation of physical infrastructure will include purchasing and installing all IT equipment (computer stations, routers, monitors, data cabinet, server and backup servers, etc.) and media suite equipment, if required.

Data Infrastructure

Information is the lifeblood of any campaign. At the heart of the Operations Centre will sit a central repository of information on the electorate and party supporters nationwide – a digital framework capable of holding huge quantities of data, flexible in size and structure so that it can meet PRI's needs long into the future. This database will be enriched with third party data and constantly updated with new research results and behavioural insights, feeding the predictive models which enable us to design microtargeted communications strategies.

Creating this data infrastructure is no small task and requires a holistic approach beyond just the data that resides within. Our proven Data Infrastructure methodology covers the four lenses through which a successful implementation is created and run. These are **People, Process, Technology** and **Data**.

People

A key part of creating and running successful data infrastructure is the people, in particular those who develop, operate and use it.

- **Developers** - This includes systems engineers, software engineers, data engineers and web/UX developers. These work as a team to create and tailor software to meet the requirements as identified by the Situational Analysis and new requirements created through the campaign.
- **Operations** - Data engineers and data scientists Hoover up data from various sources (e.g. party websites, mobile apps, Facebook, Twitter), build models, segment the audience and provide insights.
- **Users** - Understanding who the end users are, the information they submit, their location and usage patterns informs developers and operations what is needed for a successful campaign.

Process

Every time someone signs up on the PRI website, or speaks to a local activist, their details will automatically be recorded in the database and can be used to target mobile and web advertising, phone canvassing or local campaigning efforts. The processes that capture this data, perform analysis and share results need to be defined, executed and managed so the gears of the data infrastructure continue to turn. Key processes include:

- Data collection, ingestion and processing.
- Generating key performance indicators (KPIs).
- Sharing scorecards and dashboards.
- Master data management.

Technology

Using the latest and greatest big data technologies, the Data Infrastructure will be capable of dealing with many concurrent users, enabling rapid integration of new data from those in the field and answering key questions.

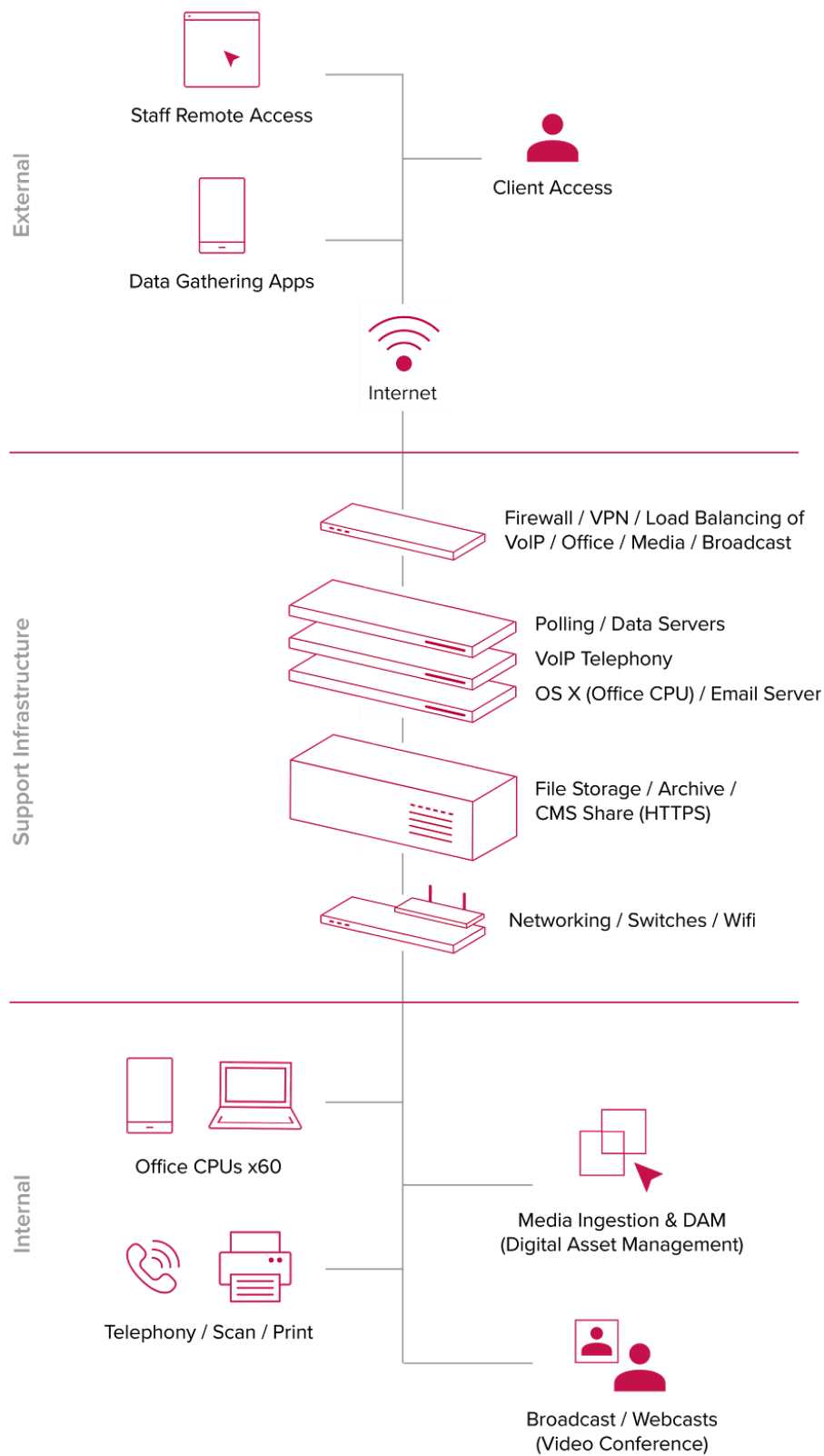


Fig 1: Example network infrastructure illustrating how both local and remote staff can receive real-time information

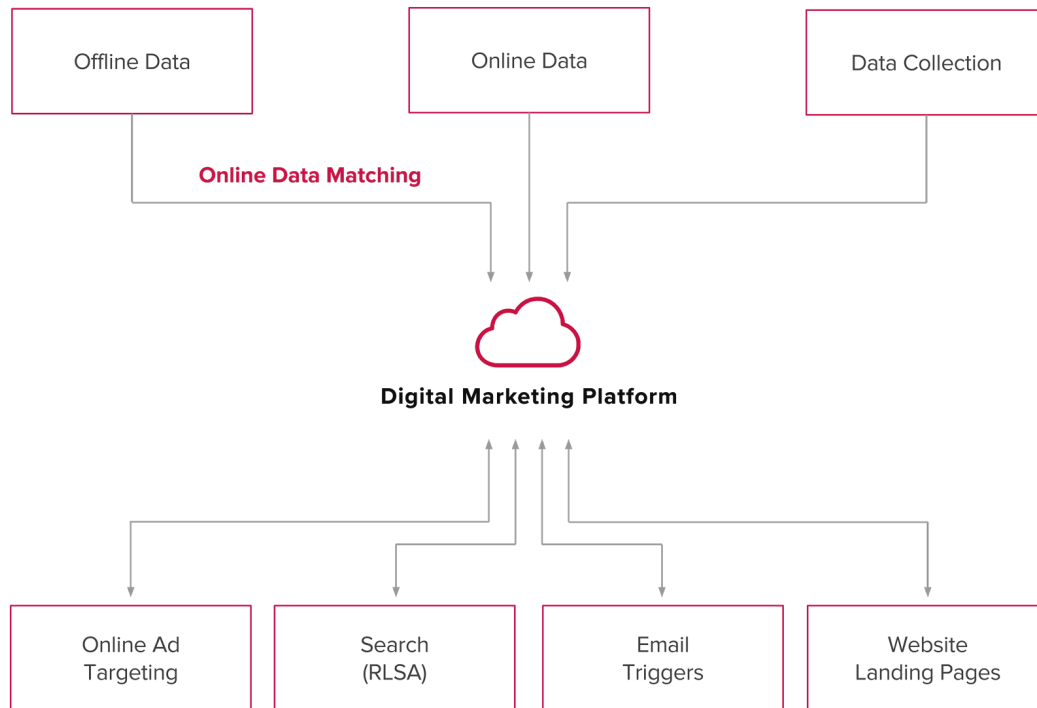


Fig 2: Our DMP will combine data from cookies, websites, emails and many other sources

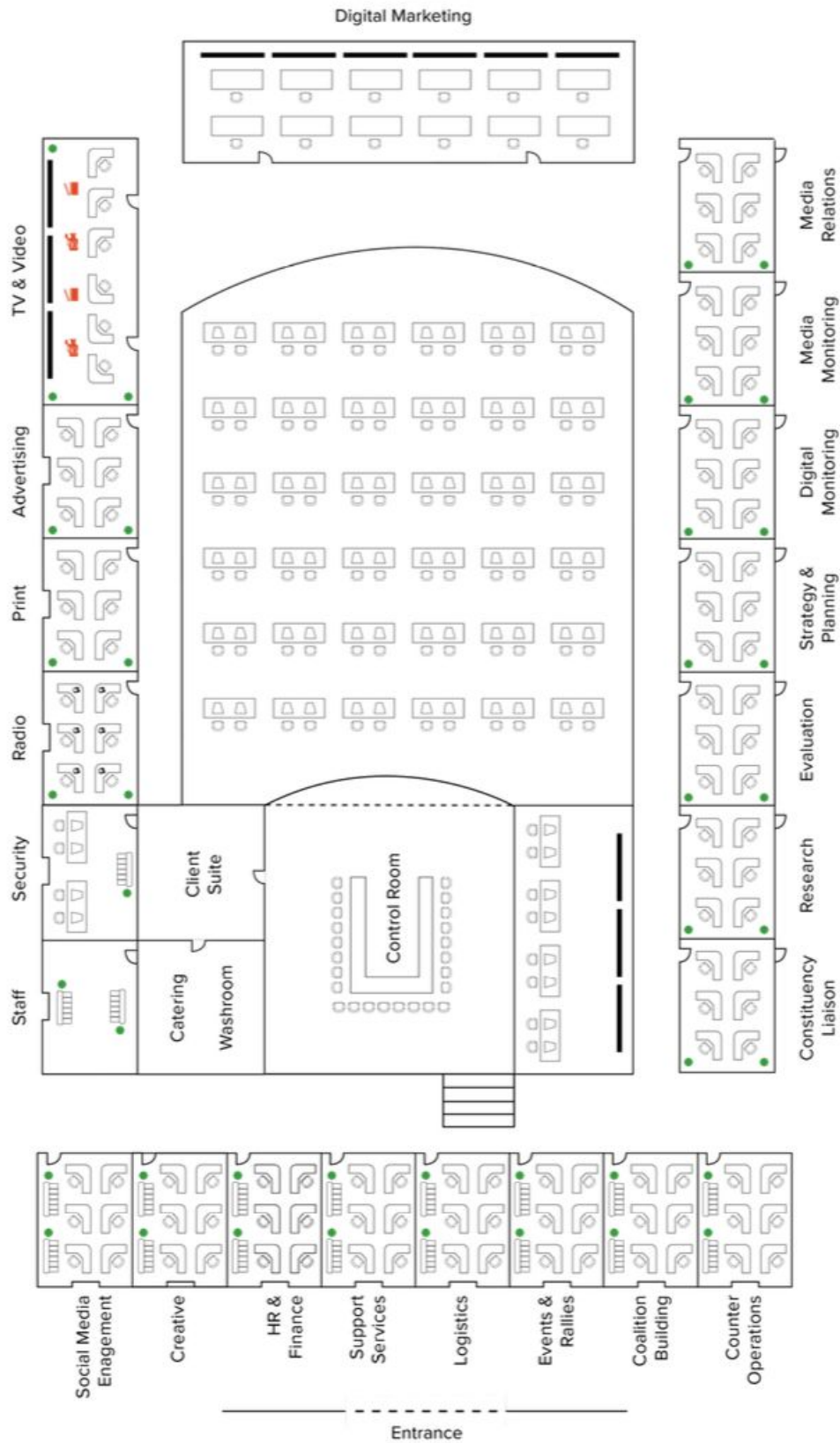
Data

The true power of data comes from combining datasets from different sources in a single location, which enables our data scientists to extract groundbreaking insights and shift the balance in your favour. These data scientists are skilled and experienced in statistics, programming and machine learning, using these to exploit the four V's of Big Data:

- **Volume** - the population of Mexico is large and would challenge typical methodologies; our data scientists come from fields such as astrophysics where they have experience of making sense of trillions of data points.
- **Variety** - many different forms of data are created during a campaign, such as Facebook posts, tweets, survey responses and polls; we are experienced in all of these, how they can be fused together and become more than the sum of parts.
- **Velocity** - during a national campaign the stream of information is constant and unrelenting; we are prepared for this and know how to make sense of it rapidly and accurately.
- **Veracity** - data isn't always certain, for example there may be biases in survey responses or polls may be skewed by external factors; identifying and understanding these challenges keeps us one step ahead.

At the end of this process, PRI will have a web-based data reservoir that can be updated and accessed at any time to help plan strategy, direct local campaigning, and plan interactions with supporters.

Indicative Internal Layout of an OpCentre



Components of an OpCentre

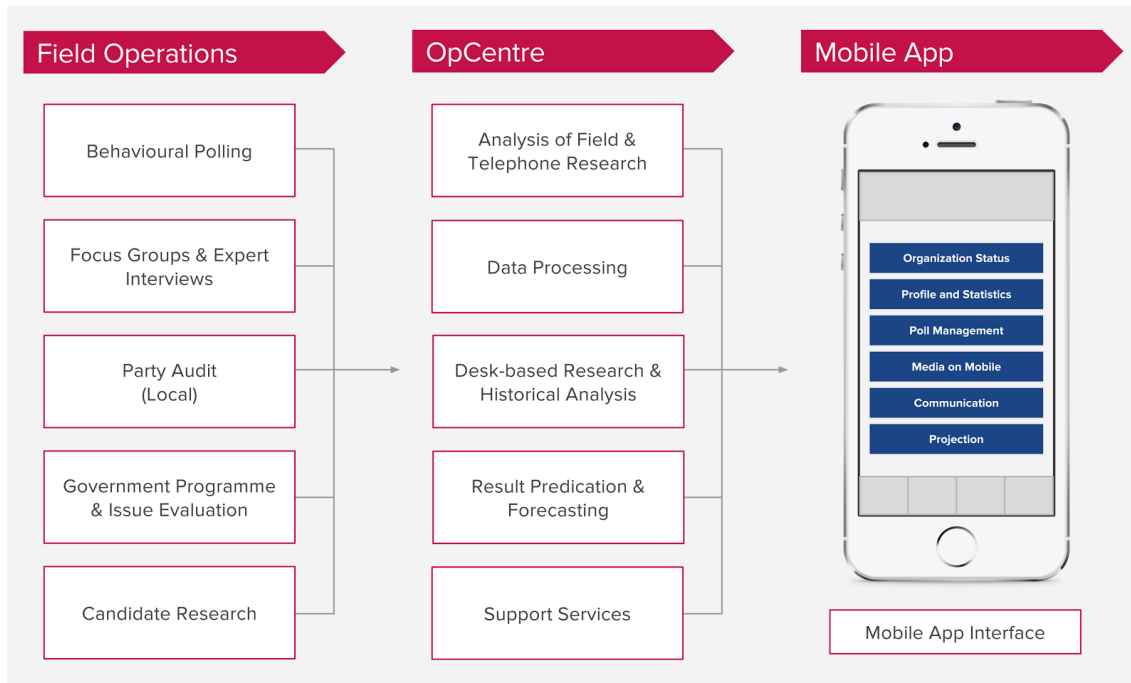
Control	
Control Room	A physical location for the Client team to issue instructions, and to receive reports and briefings from the Operations Director, who is responsible for overall campaign direction and delivery. Due to the volume and sensitivity of information it is often the most secure part of the OpCentre, with strictly controlled access and enhanced physical security measures in place.

Inputs	
Research	Designs, develops and coordinates all research requirements, capturing voter attitudes, psychological and social insights for targeted voter engagement. This ranges from CA's proprietary Target Audience Analysis (TAA), combining qualitative and quantitative research methods, to ongoing top-up and tracker polls.
Media Monitoring	Continuously monitors relevant media feeds from international, national and local broadcasters, as well as relevant print material, to provide a comprehensive analysis of breaking news, key issues and narratives, which can be updated hourly or daily.
Digital Monitoring	Monitors the internet, including social networking sites, knowledge databases, blogs, community chat rooms and emergent social and exchange forums; examines content, theme and narrative and conducts analysis of the social network underpinning those factors.
Constituency Liaison	Receives direct reports from branch units and constituency seats, including operational and communications requirements, anecdotal feedback; coordinates party membership data collection.
Strategy & Planning	Develops branding, positioning and messaging; designs programme architecture (e.g. advertising, public relations, digital engagement, community outreach, rallies/roadshows) to maximise reach and impact; plans campaign content and operational tempo from initial research through to GOTV.
Evaluation	Collects data before and after any campaign to assess its likely progress and ultimate outcome; monitors key metrics during the campaign to provide feedback about the success of individual elements and processes; advises on campaign effectiveness and recommended improvements.

Outputs	
Creative	Translates the strategic drivers of a campaign into tactical deliverables, aligning all interventions to the specific target audiences in all aspects.
Media Relations	Generates positive news and editorial coverage across TV, radio and print media (domestic, national and international) to shape the ‘national conversation’, build credibility and frame the key issues; including press releases, news conferences, articles, interviews, speech-writing, rapid rebuttal capability etc.
Social Media Engagement	Exploits online voter engagement and community building to amplify traditional public awareness campaigns, targeting and mobilising new audiences; production and management of website and online campaigns.
TV, Radio & Print Production	Performs all tasks related to broadcast-based output, including production of finished films for broadcast, preparing footage for news TV, YouTube and other digital media video outlets; production of radio drama; production of all printed media, encompassing pamphlets, handbooks, flyers and posters.
Advertising	Controls the OpCentre’s media purchasing, buying space on television, radio, print media and outdoor (poster/billboard) to ensure that a campaign’s media output receives maximum possible exposure.
Digital Marketing	Designs and manages a cross-platform digital marketing campaign to grow social media audiences, cultivate and engage a base of supporters, collect email addresses to facilitate additional means of communication with supporters, and mobilise supporters to attend events and volunteers.
Rallies & Events	Manages all events related to the campaign, including logistics, content, design and staging of live performance, roadshows, rallies, special events and public appearances.
Counter Operations	Analyses opposition strategy, tactics and methods; counters attacks on the candidate and develops negative campaigns designed to keep opposition on the defensive.
Coalition Building	Cultivates and maintains relationships with external organizations and groups that could be favourable to the campaign; builds a coalition of support and generates positive third party endorsement.
Support Services	In addition to the units actively engaged in managing and executing campaigns, an effective OpCentre will also be well supplied with ancillary units providing practical support. These would include administrative and secretarial functions, financial controllers, logistics capabilities and of course security.

Mobile App

All our research and operational services will be made available at the press of a finger via a tailor-made mobile phone application:



Organisation Status

Under this module one can see members' requirement vs. availability at each jurisdiction level (District, State, Congress and Polling Station). It will also provide details about primary and active members within the party organisation, including contact details and a brief biography, thus helping with management and reporting of the party's human resources.

Profile and Statistics

This module displays reports at different jurisdiction levels. These reports are based on a combination of qualitative and quantitative field research and psephological/historical analysis. Included are research, analysis of previous polling behaviour, political intelligence on party members as well as rival members status, the principal social and political issues, voting intention etc.

Poll Management

When voting commences, this module will allow party officials to be informed of the atmosphere on the ground at each booth and provide real-time feedback to those managing the entire operation. Information on booths will be filtered, collated and relayed through to the Party Election Controller who will use it to provide feedback and instructions. These reports will then be cross-referenced with media, legal, historical and behavioural information.

Media on Mobile

This module will give users access to the in-depth monitoring and analysis of all broadcast, print and social media monitored by the OpCentre. This will track the party's progress in setting and reacting to local and national media trends and allow those on the ground to respond accordingly.

Communication

Through this module party workers and officials will be able to communicate and respond effectively to news, trends and the political activities of both party supporters and rivals in an ever-changing political climate. As well as providing information from data analysis, the module doubles as an avenue for collecting information from party workers and supporters.

Projection

This module will display evolving forecasts for outcomes at every level of the election. These forecasts are the end product of a combined analysis of polling and information collected 'on the ground'. Party workers and officials can scroll booth-by-booth, district-by-district, and so on, to predict who is going to win in each area. This will also identify key districts/booth areas requiring extra resource, and a map of the areas in which these resources can be spared.

Component 3

General Election 2018: National Campaign

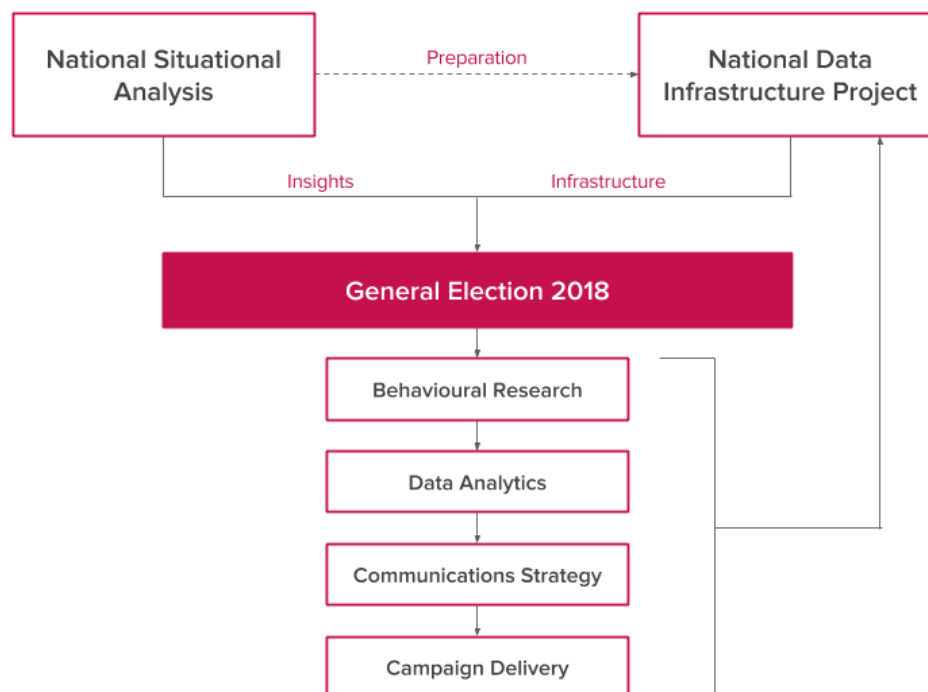
Component 3

General Election 2018: National Campaign

By October 2017, CA will have conducted a comprehensive review of PRI's existing communications activity and capability in order to build a clear picture of the factors that will determine success in the pan-Mexican context. Simultaneously, we will also have completed a Data Gap Analysis, designed to extract maximum value from your data assets, leverage third-party data, and use these resources to enable data-driven marketing and research.

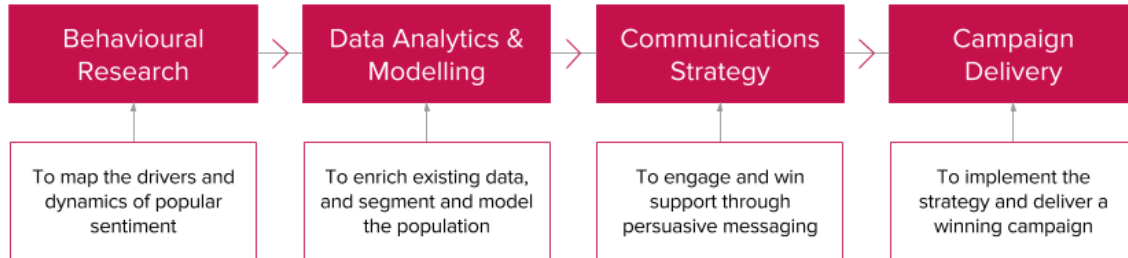
This important 'discovery' phase will allow CA to begin building and developing a robust technical and data infrastructure which will be in constant development and deployment between the end of 2017 until election day in 2018. This will be housed in a purpose-built Operations Centre that will facilitate coordinated team planning, strategy execution and seamless campaign communications. The National Data Infrastructure Project will provide PRI with the capability to mount a powerful and efficient national campaign.

Insights from the National Situational Analysis will also determine the scope and nature of Behavioural Research needed for the National Campaign, as well as prepare the existing data for analytics and predictive modelling of 'actionable' groups within the population. With this information, PRI can go on to develop a strategic communications plan for engaging the electorate, tailored to the issues and concerns of each target audience and costed in detail. Finally, during the campaign implementation CA will focus on ongoing research and polling, data analytics and digital marketing. The chart below shows the interconnectedness of each component:



Campaign Methodology

The campaign methodology is described in detail in the following pages. In summary, its progression is depicted in the diagram below:



Phase 1 - Behavioural Research

Using our proprietary Target Audience Analysis (TAA), CA will provide an in-depth understanding of the electorate and the underlying motivational drivers, psychological and sociological, that influence the behaviour of groups within it. By conducting a mixture of qualitative and quantitative research, the TAA will offer a unique insight into the Mexican population, including:

- Providing an in-depth picture of the issues, opinions, motivations and narratives that influence attitudes and behaviours among the population
- Understanding the dynamics of social change, public opinion, and attitudinal and behavioural responses to political parties and candidates
- Developing localised strategic insights to connect with the population at a regional level with the right message, at the right time, and in the most persuasive way.

The programme will include the following sequential components:

Qualitative Research: Speaking directly with people from across the sociopolitical spectrum provides a bottom-up view of the issues and considerations crucial to electoral success. CA will conduct a series of focus groups to ensure accurate representation across age, gender, income/education, geographic location, and political partisanship.

The result of this phase will be a detailed assessment of the key dimensions that are likely to influence support of PRI, cutting across specific social, economic and political issues, as well as broader emotions, attitudes and opinions that will also influence behaviour.

CA will develop a robust strategy to ensure that the sample is valid and the exercise generates real insight to inform strategic and tactical communications, as well as inform the quantitative survey. These discussions will identify current perceptions and dominant views of PRI across Mexico, the role/impact of the candidates, and ideas/expectations for the future.

CA already has a head start on the TAA, having undertaken a political 'brand perception study' across three locations in June 2017. A total of 36 focus groups were conducted in both PRI and PAN stronghold states, and parties were assigned a rank order in terms of their leadership, attributes and popularity. *As a top up to the candidate preference research conducted in June, CA will provide a refresh to these insights using the current front running candidates and any other individuals that the PRI deem useful.*

Quantitative Research: Following the qualitative phase, we will use the insights gained to design and execute a detailed quantitative survey. Data collection will take place using a face-to-face/online methodology, though we may supplement this with telephone interviews to ensure representation and limit unnecessary costs. Using a sample size to be determined during the National Situational Analysis, the quantitative questionnaire will cover all aspects of awareness and perceptions of government, parties and politicians, key issues and attitudes that influence behaviour, as well as any other content that will be needed to support a detailed communications strategy.

The quantitative survey will enable us to segment the population into distinct groups based on shared characteristics, views and motivating factors, and provide insights into:

- The relative importance of local vs national issues – which counts for most, and why

- Support for parties and politicians – relative credibility and emotional appeal
- Perceptions of government performance – including key areas of vulnerability
- Key influencers and population segments – what it will take to change mindsets

CA will provide overall strategic direction and project management. Using a trusted local research partner to conduct the fieldwork, CA will take the lead in training enumerators in scientific techniques for data collection, and oversee logistics and data quality once data collection is underway. CA will be responsible for ensuring that the project is delivered on time and within budget. CA's London-based data analysts will monitor data on an ongoing basis as it is collected, for the purposes of analysing survey results and for quality assurance.

Analysis and Reporting: This data is then analysed by our in-house team of data and behavioural scientists to define Target Audience Profiles (TAPs), which are descriptions of population segments that can be grouped together based on shared characteristics. Several factors are considered when carrying out this assessment:

- o **Narrative parameters** examine the explicit and implicit themes that frame an audience's perception of its circumstances. An exploration of Key Influencers, for example, would involve measuring the types of people that influence decision-making, such as family members, religious leaders or teachers.
- o **Behavioural parameters** measure the factors that drive and constrain audience actions. These parameters outline the consequences that audience members expect will result from their actions. Locus of Control, for instance, measures whether voters believe that they control their own destiny or if social structures constrain their lives.
- o **Identity parameters** measure attributes of self-identity and the circumstances that define target groups. This set of considerations, including types of self-identity such as Normative Affiliation, measure how people define themselves and which aspects of this identity are most salient when attempting to influence their attitudes and behaviour.
- o **Communications parameters** identify the ways in which an audience digests new information in its decision processes. This includes measuring Channel Exposure (which media sources they engage with) and Channel Credibility (the types of sources they trust).

In most cases, this results in the definition of 4-8 target audiences, which will be described in detail in the TAA report and presentation. Each of these profiles will outline the views and motivating factors driving behaviour amongst group members, and will also outline the messaging strategies most likely to be effective in influencing them to change their behaviours. The TAA will provide actionable insights that can form a robust framework for the development of detailed communications, engagement and mobilisation strategies that resonate with the population's concerns, aspirations and political preferences.

Deliverables

- An in-depth picture of public opinion across the Mexican electorate on a range of issues, identifying the views/motivational drivers of key target audiences within it
- A report and in-depth presentation summarising the main findings
- A reporting 'dashboard' allowing users to interact with the data and draw out useable insights

Phase 2 - Data Analytics

CA's advanced data analytics and predictive modelling techniques will help PRI to discover hidden patterns and connections that define 'actionable' groups within the population – that is, groups who share similar characteristics/predispositions that we can target accordingly. This process will follow a three phase approach:



Enrichment

CA's team of data scientists and engineers will build a new, integrated and enriched database which pulls together into a single environment:

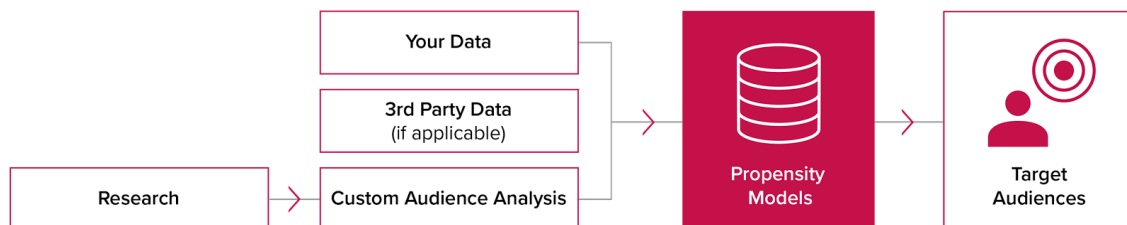
- All current data assets identified by the Data Gap Analysis in Phase 1
- Additional third party (consumer/lifestyle) data to fill gaps identified in Phase 1
- New data gathered from the behavioural research programme in Phase 2

Analysis

CA's data scientists will transform data into insight by analysing and visualising the cleaned and enriched data to identify patterns and build an understanding of influencing factors.

Modelling & Segmentation

Armed with a detailed understanding of the challenges and a rich pool of data, CA's data scientists will create a set of propensity models that segment the population into actionable groups based on traits found to be significant from our research.



Deliverables

- **Data Integration Report:** upon completion of integrating your datafile, CA will provide a report outlining the results of the process and insights
- **Research & Audience Report:** including a bottom-up view of key issues, with guidance on the relative importance of each issue to guide communications strategy
- **Segmented Audience List:** an integrated database of key audiences, enabling the ability to search for and segment groups as required for effective targeted messaging.

Phase 3 - Communications Strategy

Following the completion of these workstreams, PRI will have a complete dataset on the Mexican electorate, and all the information required to develop a strategic communications plan for engaging them, tailored to the issues and concerns of each target audience and costed in detail.

The communications strategy will highlight topics, policies and media channels that are best suited to resonate with different audience groups and segments of society. It will enable PRI to place the right message in front of the right people, in the most effective way – in pursuit of electoral success in 2018 and beyond. While it is not possible to specify the scope, duration and roll-out of the communications strategy in advance of the work process laid out in this document, we know from experience that it will include the following key elements:

Strategic Intent

We translate behavioural insight into winning strategy – developing branding, positioning, messaging and creative which captures the public imagination and delivers a clear advantage.

Policy and Manifesto Guidance

Our political analysts can guide policy formulation and manifesto development, using the results of our research to create documents and platforms that appeal to key groups.

Programme Architecture

We design the most powerful and cost-effective mix of programme elements – from advertising, public relations and digital engagement to community outreach, rallies and roadshows – to generate unstoppable momentum in the campaign race.

Campaign Roadmap

We plan the content and operational tempo of the campaign from initial research through to voter mobilisation – around key events/milestones, the demands of the media cycle and continuous tracking of voter dynamics and motivation.

Counter Operations

Our strategic planning includes an analysis of opposition strategy/tactics and methods for both attack and defence, keeping PRI on the front foot throughout the course of the campaign.

Infrastructure and Management

Strategy counts for nothing without organisation. We advise on everything from party organisation, structure and process to voter ID, database management and security – managing resource, logistics and budget.

Deliverables

- **Integrated Communications Strategy:** summarising all tools, products, channels and infrastructure required to target, engage and persuade target audiences
- **Campaign Roadmap:** setting out key programme elements, timeline and budget

Phase 4 - Campaign Delivery

There are multiple elements to any given campaign. PRI has a sophisticated party infrastructure, honed through several decades of electoral activity. Its campaigning capability is among the world's best and it is already well placed to implement all conventional aspects of the 2018 campaign.

But there are three critical aspects of campaign implementation where PRI must have a special edge, and where CA can play a decisive role, as it did in the Trump campaign: **Monitoring, Modelling and Marketing**.

MONITORING - Research and Polling

CA will poll voters in swing states on an ongoing basis to monitor the campaign's progress in real time. We will deliver daily reports throughout the final months of the campaign, using fresh data to track the shifting perceptions of voters. We can poll thousands of people per week in each state, gaining valuable insights to inform marketing strategy. The research will enable us to assess state-by-state reactions to any political event, and to understand any unexpected shifts in voting intention.

Real-time monitoring delivers accurate, up-to-date information on key audiences, enabling targeted communication which is far more effective and cost-efficient than traditional marketing.

During the US elections CA polled c180,000 individuals across 17 battleground states, online and by telephone. This information allowed us to speak to voters in a way they would understand and respond strongly to.

MODELLING - Data Analytics and Segmentation

Data science allows us to predict how voters will think and behave, so you can target the right people and convert them to supporters.

Every time we poll an individual, we match their information with existing data from our database. Analysing everything from their voting history to the car they drive, we can identify personality traits and behaviours that correlate with voting decisions. These models will allow us to predict the way individuals would vote - even if we don't know about their political beliefs. Using these insights, we will place voters into different categories and determine the best way to influence them through marketing. Crucially, we will also identify which voters are likely to support PRI.

During the US election, we built 20 custom data models that could be used to forecast voter behaviour, leveraging CA's data science and predictive analytics expertise.

MARKETING - Digital Microtargeting

This will be the biggest and most critical component of the 2018 General Election campaign. Our digital marketing effort will be a large-scale operation with a substantial advertising budget. We will meet multiple needs across the campaign, including fundraising, persuasion, supporter activation, and Get Out The Vote initiatives. Collaborating with multiple ad tech partners, we will use our well established data infrastructure to target voters that could be influenced in the most meaningful way. For example, if they care about healthcare, targeted adverts will direct them to websites explaining PRI's position on

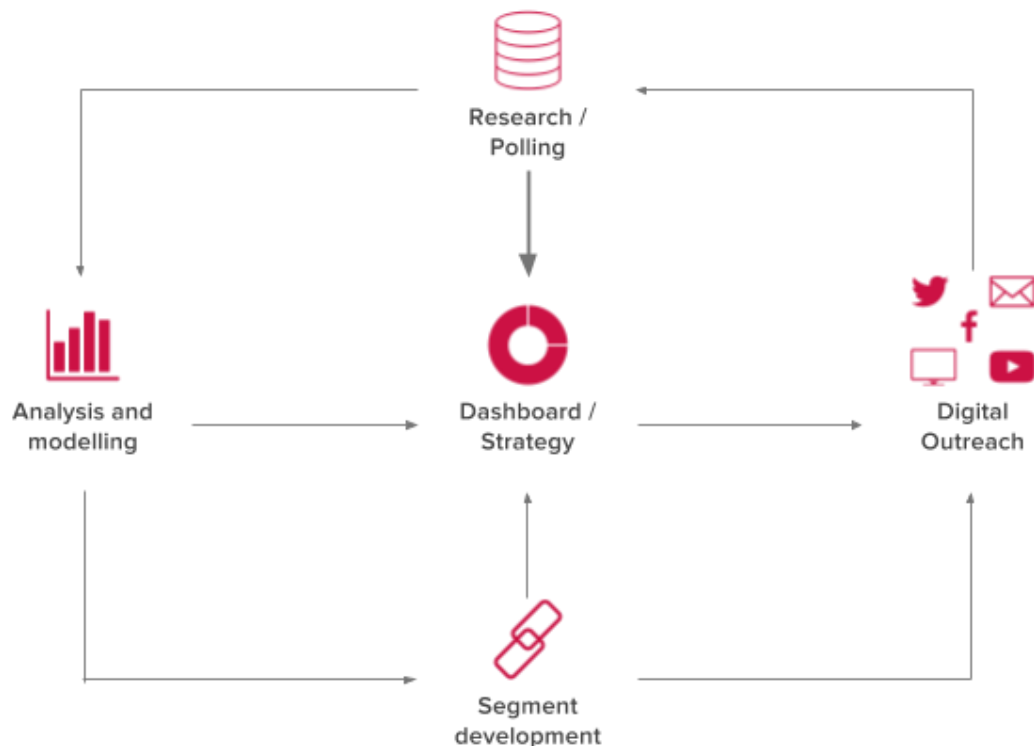
related issues. The marketing operation will utilise a number of platforms, including social media, search engine advertising, and YouTube. As well as influencing voter intention, it will inspire people to take specific actions.

Using these methods in the US elections meant that donations increased, event turnouts grew, and inactive voters who favoured Trump were motivated to Get Out The Vote on election day.

END-TO-END CYCLE WITH CONSTANT FEEDBACK

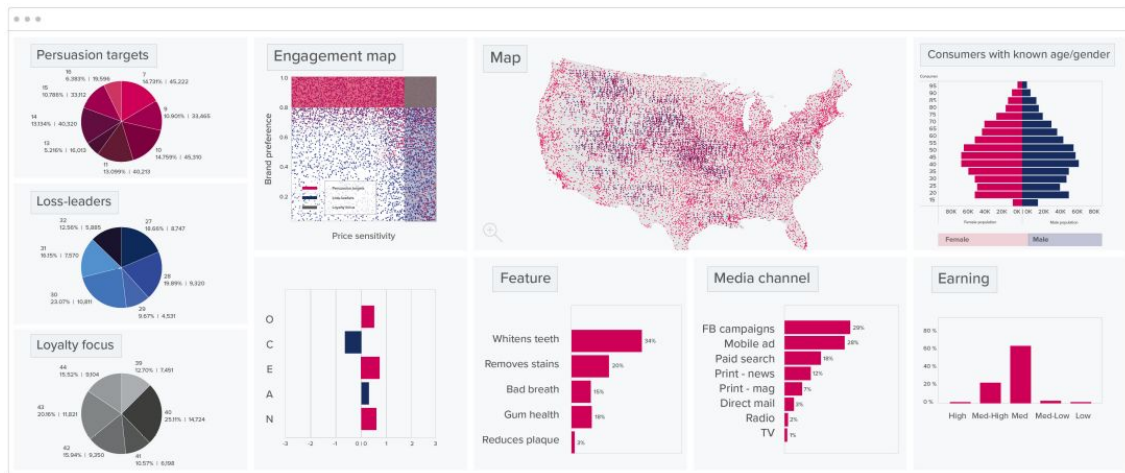
The diagram below illustrates how these elements form a cycle in which the campaign machine is a) constantly being fed with new research and polling data; b) analysing it against our predictive models to extract behavioural insights; c) segmenting the population into different 'actionable' groups with similar characteristics, attitudes and voting preferences; and d) microtargeting each group with highly persuasive digital messaging on multiple platforms to maximise impact and spend efficiency.

All of this learning is fed constantly back into the research and modelling programme to produce increasingly accurate and effective messages right up until the final stages of the campaign.



PERFORMANCE DASHBOARD

The dashboard itself is an integral feature of campaign management. As a digital interface that aggregates and visualises data from various sources, it will allow the PRI to monitor its campaign performance by displaying historical trends, actionable data and real-time information. The illustration below shows how voter behaviour based on gender, geography and psychology can be monitored simultaneously, providing the campaign team with real-time performance indicators on digital outreach, message cut-through and resource allocation.



COMPONENTS OF DIGITAL MARKETING

CA will leverage multiple proven ad units to deliver our messaging across desktop, mobile, tablet, and connected TV devices. The advertising strategy will incorporate full cross-device placement in order to meet PRI audiences wherever they are. Each device on which a voter interacts requires an experience unique to that device and activity, and our close collaboration between media strategy and content ensures that we are providing optimum experiences for each user and an effective allocation of spend.

Digital marketing is a complex, multifaceted exercise that involves multiple advert types, inventory sources and strategic approaches. Some of these are listed below.

Strategic Marketing Objectives:

Name ID and Branding - Maintains a strong, positive online presence for individuals seeking information about PRI and its policies and promote the PRI brand especially to those that seem disillusioned by it.

Persuasion - Delivers persuasive messaging to priority segments of the electorate to win their interest and trust, aligning with the data and behavioral science teams to identify target audiences and support strategic goals.

Mobilisation - Energises your audiences and remind them of critical deadlines, deals and support opportunities, while providing them with the resources to get involved and recruit others.

List Building - Grows the roster of individuals that have expressed an interest in staying connected with the party. This contact list is the backbone of remarketing efforts, growing your current audience and your fundraising operation.

Fundraising - Connects with donors online and give them the opportunity to donate to the party and campaign.

Advert Types:

Video - Short and long form video is one of the internet's most compelling mediums through which to tell stories and deliver messages. Our video advertising consists of 15, 30, and 60+ second spots delivered on high quality inventory.

Display - The cost-effectiveness of display advertising makes it an efficient way to increase brand recognition and maximise the touch points we have with online users.

Social Posts - Social platforms are key mediums to facilitate personal contact with voters through channels that consume a large amount of their time online.

High Impact - Premium high-impact ad units remain one of the most effective ways to create a standout ad experience by commanding attention in a visually pleasing way with engaging interaction opportunities.

Native - Online audiences require increasingly sophisticated and relevant content to warrant their attention. Native advertising provides a way to engage users in a personal, substantive way while promoting the content we want them to consume.

Search Ads - Search engine marketing is an important way to reach individuals during moments of research and decision.

Audio - Digital radio is a powerful medium to capture audience attention and deliver streaming audio advertising while still utilising precise digital targeting.

Inventory Sources:

We carefully choose the inventory on which our advertising is displayed. Our inventory sourcing methodologies include the following:

Publishers - Certain types of media buys require inventory that can only be accessed through our direct publisher relationships. These connections give us the ability to tailor media plans that best deliver on the objectives of the campaign.

Social Networks - Social platforms continue to be a thriving centre of time spent online and are a powerful tool to reach individuals in a place they are consuming content.

RTB Platforms - Programmatic DSP's provide the ability to access inventory from scores of sites across the internet through automated real-time bidding technologies. This allows our advertising to be seen on quality inventory at an efficient price point, and facilitates the ability to execute and optimise the party's media buys around the clock.

Search Engines - Search campaigns give us unique access to individuals that are actively seeking out information. Our search engine marketing gives our clients the ability to connect with these individuals in their need-to-know moment.

Ad Networks - Ad networks are a valuable tool due to their vast online footprint of owned and operated properties and the inventory control that they exert. We have vetted select networks that we include in our targeted buys.

Component 4

Adelante Campaign

Component 4

Adelante Campaign

The current situation in Mexico presents the ruling government party with a worrying dilemma. The PRI has only a 12% approval rating. Politicians and government are viewed as corrupt and self-serving, unable to deliver positive benefits for citizens, despite a long time – 80 years – hoping and waiting for results. Corruption in politics is the number one issue for the disgruntled public. The majority of the populace, including solid PRI supporters, have lost trust in politics and politicians' ability or willingness to help them thrive and prosper.

The Problem

Citizens see the country as facing significant challenges – politically, economically, culturally. Many believe that these challenges are not being addressed by the current administration. It appears that Government accomplishments and positive initiatives have not registered with the public, and rightly or wrongly, they do not *feel* that the Government is working *for them*. The overwhelming sentiment of Mexicans is that the political class is elite, ineffective, corrupt, a distant administration where cronyism and clientelism rules its heart.

Efforts by the Mexican Government to communicate positive action on the government website www.gob.mx fall short of the mark. The government website is without doubt as rich in information as a news website - a portal of facts, links, speeches and press releases, with achievements expressed in numbers. However, the content is factual and dry, the narrative self-promoting rather than people-focused. The news *informs* the web-visitor, but fails to *connect* with him or her. What the Government communication lacks is the personal stories of individuals who have benefited from major policy initiatives and programmes, told in their own speech with faces and feelings. We want them to talk to us about you.

The Solution

We cannot solve every problem in Mexican society, though we can change the public perception of those in power who can, and do. We can reframe the narrative, and re-educate the citizens. We can remind them of positive changes the Government has brought to their lives, and we will get them to tell us, in their own words, how it happened.

At the core of every story about better lives is a person – a mother, a father, a son, a daughter, their neighbour, the school teacher, the local midwife, the parish priest, the doctor, the factory owner, the construction boss, the local car mechanic, the farmer down the road. We need to remind each of these individuals how an action by Government changed their life and improved their health, their education, their job prospects, the local economy that brought new jobs, in their own village, town or city. In promoting these key issues at the heart of Mexicans' daily life, we can remind them that, yes, the Government *is working for them*, and life is good.

Through this approach, the Government will shift its dialogue with citizens away from top-down bureaucratic administration, ministries, departments and programmes, towards bottom-up engagement, *empowering the person, and local heroes*. The individual will come to support you because you have supported him, and his community. All politics is local after all.

The Research

The ‘look and feel’ of campaign material will be determined by the output of the National Behavioural Research phase, described in an earlier section. CA will employ the following steps to help PRI frame the messages and arguments that will be used to highlight government achievements and enable us to produce the creative content, messaging, tonality and sequencing of the campaign:

- **Qualitative Research** - CA will conduct focus group discussions to ask people what they think of the current government, its policies and initiatives. We will determine *which achievements* led to the greatest impact in opinion and behaviour change, in which area and region of Mexico. We will map the country – by issue and location – so that our data and advertising technology will allow PRI to target people with tailor-made campaigns crafted to address the most important issues in each locality.
- **Ad / Concept Testing** - This will be conducted to test communications concepts. Potential adverts are tested with segmented groups in order to gauge people’s reactions to initial advertisement concepts and ideas, and judge the potential persuasion impact.
- **Party / Candidate Support Tracking** - Pre- and post-polls will be conducted to check awareness and how the campaign is changing sentiment (opinions of the party/candidate, likelihood to support, how opinion is changing, ad recognition, etc).

The Campaign: National Pride - The Voice of the People



Adelante Campaign for the people

**Government success stories
told by the people.**

Our analysis shows that the public distrust the government, yet people are proud to be Mexican. If the public are disillusioned with government, and have lost faith in the honesty of the media, then the solution is to play to their increased trust in “word of mouth” recommendations and their preference in obtaining news from social media, by using real people to talk about successes in their community and country, on their preferred social media platforms.

Currently, Obrador is seeking to stir, own and leverage the pervading anti-Trump nationalism in Mexico, using the alleged mistreatment of Mexico in the NAFTA negotiations to reinforce his ‘Mexico-First’ narrative. It is an ideologically-driven nationalism, which must be reclaimed by PRI and spun towards a nationalism based on ‘love for one’s country and community’ rather than on ‘hatred for the enemy’. It is an opportunity for PRI to redefine and foster a positive, people-led and people-articulated national pride, allowing the party to be seen as one that puts the country and its people at the heart of its agenda.



ADELANTE MEXICO is a campaign *for* the people, *told by* the people, to:

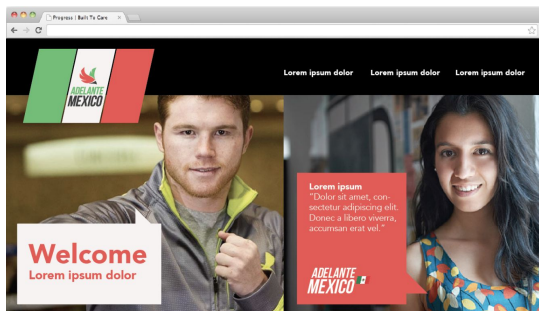
- a) Illustrate the Government's success stories communicated through video stories, personal testimonies, VIP endorsements, and community champions.
- b) Promote and stimulate national pride in being Mexican, and proud of Mexico.

It is a positive, uplifting, inspiring collection of stories of everyday people vouching personally for government-led improvements in healthcare, education, economy, employment, and tourism. It focuses on “my family”, “my community” and “my country”. It invokes national pride, and is impossible for the opposition to attack, as they will be insulting Mexican nationals.



Voice of the people

- Needs to be owned by the people
- Endorsed by the church
- Supported by local family groups and individuals



Website and social media

- Engaging videos
- Celebrities
- Everyday people
- Content to be shared across all social channels



Community outreach

- Rally vehicles for rural events
- Take from business leaders and local success stories
- Sporting tournaments
- Public information films
- Technology workshops
- Concerts



- Outdoor
- Radio
- Press
- Online
- TV
- Grassroots

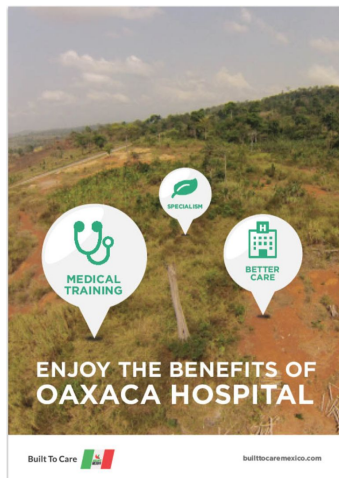
This is the concept of storytelling, a powerful way to bring dry policy to *life*. The story of the everyday hero moving from adversity and suffering, to transformation. The little guy turns into a hero (with a little help from the government). These will be engaging video stories, featuring everyday people, local celebrities, heroes and (non-political) VIPs. ADELANTE MEXICO is owned by the people, endorsed by the Church, and supported by local family groups and individuals.

ADELANTE MEXICO will result in:

- Undeniably positive PR
- Increased awareness of the achievements of government
- Promotion of a positive brand of Mexico, locally, nationally, regionally and internationally
- The building of a proud-to-be-Mexican nationalist movement
- A positive change in the perception of the government

Policy Focus - Within the ADELANTE MEXICO campaign, we will run mini-campaigns focusing specifically on policy areas of concern to Mexicans – Healthcare, Education, Development, Jobs, New business, Infrastructure network – and always contextualising the benefits of government policy within the local community.

Promoting Healthcare - Better healthcare is a holistic policy that not only benefits health, but also gives opportunities for medical training, jobs creation, improved education prospects, and well-being for whole families, etc.



Built to Care: Enjoy the Benefits

- Better healthcare
- Jobs
- Education
- Development
- New Business

Promoting Education - Better schools and qualified teachers lead to improved prospects for younger Mexicans, the continuity of Mexican values in society, higher quality jobs, elevated skills for employers, and happier parents.

Promoting Infrastructure - Those new roads that are coming soon to a mountainous hillside near you will lead to new business; more jobs to your locality; jobs for construction workers on the highway; easier exporting of local produce to towns and cities, and greater safety in travelling.



**“Construction Starting” &
“Project Completed”**

Site posters as well as content to share online.

Distribution Channels

Video content will be shared across all social media channels, as well as through radio, press, web, TV and through outreach to grassroots communities. On-the-ground, in rural locations, we will promote positive stories featuring local people and local success stories using a Community Outreach programme of events. On-the-ground, we will organise talks from business leaders in their communities; sporting tournaments; public information films; tech workshops; music concerts and rally events. They will be fun, Mexican, and community-building.

Component 5

Anti-López Obrador Campaign

Component 5

Anti-López Obrador Campaign

The biggest beneficiary of the ruling PRI party's difficulties is the centre-left Movement of National Regeneration (Morena), led by the populist agitator Andrés Manuel López Obrador (known as AMLO), the former mayor of Mexico City under the PRD and a two-time presidential candidate with the same party.

Morena has managed to position itself as the party of the left, and former PRD supporters, artists, intellectuals and personalities of civil society have flocked to its ranks. Obrador himself is the only clearly identified candidate in the run-up to 2018, and he has been leading the polls since March 2016.

Casting himself as the new leader of the political left, Obrador's populist message takes aim at the ruling elite and the nation's rampant corruption, violence and inequality. He has spoken out against corruption and the neoliberal programmes of both the PRI and PAN, and denounced the way in which sectors of the Mexican bourgeoisie and the political class enriched themselves at the expense of national well-being. Obrador refers to this elite as the "Mafia of Power" and calls for left unity behind his party to defeat them in the coming elections.

Obrador is a formidable and charismatic opponent, able to connect with people and particularly good at reaching and inspiring the young. He can point to a track record as mayor of Mexico City in which he delivered on many of his promises, such as cutting the salaries of high-ranking public officials (including his own) and financing much-needed infrastructure projects by cutting \$2 billion while still providing significant welfare programs for the city's elderly and disabled. He singlehandedly commands the loyalty of millions of voters through a mix of populist rhetoric and a carefully curated image of personal frugality.

And he has a gift for reading the national mood. More than anything else, President Trump's election north of the border has triggered a rise in Mexican nationalism and Obrador is expertly channelling that nationalism. Positioning himself as a strong defender of Mexican sovereignty, Obrador's message is that Mexico should stand up for itself, and reduce its economic dependence on the United States. He boasts that he is the only candidate who would know how to deal with President Trump, and this strikes a chord with most Mexican voters.

Identifying Obrador's weaknesses

Like any politician, Obrador also has weaknesses and areas of vulnerability, both in terms of personality and policy. These include, for example:

Corruption – Obrador's 2006 presidential campaign was derailed by a bribery scandal involving members of his inner-circle. Candidates for Morena were caught on videotape supposedly accepting stacks of cash on behalf of his campaign, in violation of electoral laws.

Economic incompetence – for all his achievements as mayor, Obrador saddled Mexico City with a massive 35% increase in debt. Indeed, Obrador is vulnerable to references to crisis-hit Venezuela, which PRI has successfully argued mirrors his economic model.

Hypocrisy – to become more acceptable to the ruling class, Obrador has watered down his leftist rhetoric and formed alliances with politicians and businessmen from the very "Mafia of Power" he

criticises. His open embrace of the rich shows that his campaign is not genuinely in the interests of the working class and indigenous communities.

Geopolitical naivety – Obrador’s ideological aversion to private investment and populist hostility to the U.S. will be hugely damaging to the Mexican economy, particularly its energy sector.

These and other criticisms are all issues that we can and will exploit, bringing them into the public domain by feeding them into the news agenda. In our view, however, this kind of negative campaigning will be damaging but not decisive; we will score the occasional hit but are unlikely to land a knockout blow. Obrador is adept at playing the underdog and taking the moral high ground; he attacks at both a political and personal level, generating critical headlines and using social media to mobilise grassroots support. We will need to take him on and beat him at his own game, and the best way to do that will be through digital marketing.

Negative campaigning

Properly researched and handled carefully, negative campaigning can be a hugely powerful component of the election arsenal. Today, the prevalence of social media and the ability to target messages to specific audiences with relentless frequency has transformed this tool into a precision weapon. **This is what we will create and deploy to undermine the Obrador campaign machine.**

There is no better example of this than Hillary Clinton. One of the richest candidates in American history, the front-runner considered by many to have an unassailable lead, and who significantly outspent her Republican opponent, was nevertheless defeated in just this way.

Cambridge Analytica’s digital campaigns are data and research led and start with ‘issue mapping’ of the population. The central insight from this research, that lack of trust was Clinton’s single biggest vulnerability, led to the coining of the ‘Crooked Hillary’ tag. This was then rolled out on multiple platforms and in dozens of different creative ways – strategically placed, timed and microtargeted with pinpoint accuracy to maximise exposure and impact.



Social media campaign and mobile landing page.

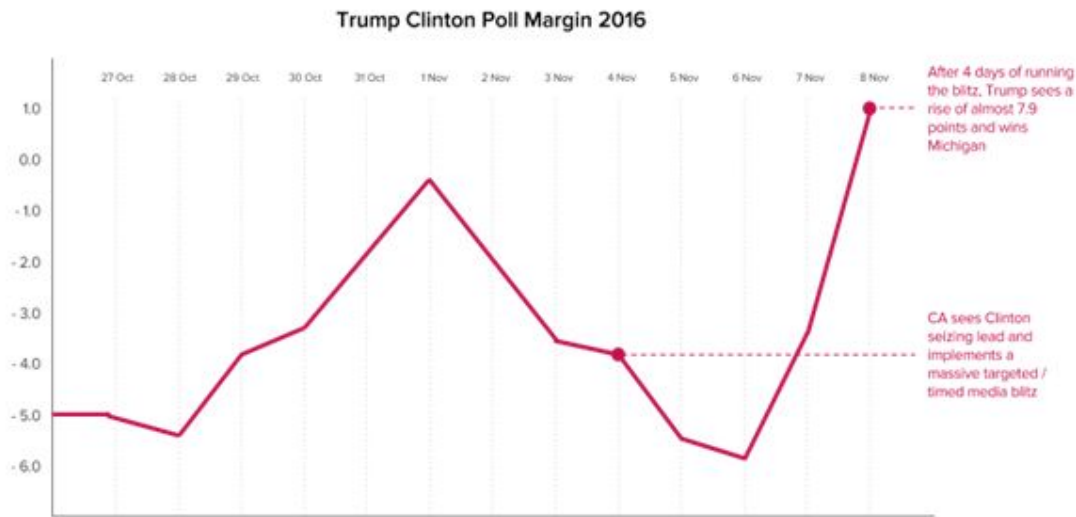


Facebook ads.

For the presidential election in 2016, CA's targeted posts and ads - including the Crooked Hillary ads - managed to generate over 50 million facebook impressions, 25 million display and digital video impressions, 8 million search impressions, 3 million YouTube views, 3,6 million impressions on SnapChat and 1 million Twitter impressions.

The campaign, which amassed over 211 million total impressions, was targeted at swing voters in the key marginal states. Time and again, while mainstream polls consistently misread voter sentiment, CA's accurate polling and modelling guided the placement of highly effective targeted ads which tipped marginal seats towards Trump. In Florida alone, the measurable impact of digital advertising increased the "intent to vote for Trump" by eight percent.

Perhaps the most dramatic illustration of this was the turnaround in the Trump campaign in Michigan. The red line in the graph below depicts Trump's poll ratings in the crucial 10 day run up to election day. The reopening of the FBI investigation into Clinton on Oct 29th saw a temporary boost for Trump, but when this suddenly dropped off two days later the decision was made to launch a massive targeted and timed digital media blitz for four days. This resulted in a near seven point rise in Michigan, a state that Trump went on to take in the election.



Taking on AMLO

CA's digital marketing capability will be the biggest and most critical component of the 2018 General Election campaign. Two key elements will run in parallel throughout the course of the campaign:

1. Positive output that will target voters with persuasive pro-PRI messaging – designed to meet multiple needs in support of the campaign, including fundraising, supporter activation, and Get Out The Vote initiatives.
2. Negative output that will exploit weaknesses in Obrador's candidacy – designed to undermine his reputation, put him on the defensive and reframe the critical issues which will influence voter behaviour.

As with the Adelante campaign, the 'look and feel' of the anti-AMLO campaign material will be determined by the output of the National Behavioural Research phase. CA will employ the following steps to help PRI frame the messages and arguments that will be used to highlight areas of vulnerability in Obrador's narrative and will enable us to produce the creative content, messaging, tonality and sequencing of the negative campaign:

- **Qualitative Research** - The first step will help in developing the strategy. Qualitative research will be conducted in 5 key regions to specifically speak to people regarding what they think of Obrador, his party and its affiliates as well as their concerns, what they like, what they dislike, and what would sway them in one direction or another.
- **Ad / Concept Testing Research** - This will be conducted to test communications concepts and gauge how people respond to initial advertisement concepts in order to decide which are the most powerful, and then to help us refine them before the campaign launch.
- **Party/Candidate Support Tracking** - Pre- and post-polls will be conducted to check awareness and how the campaign is changing sentiment (opinions of the party/candidate, likelihood to support, how opinion is changing, ad recognition, etc).

CA will also commission a specialist agency to investigate and provide a supply of counter-AMLO source material – including evidence, imagery, themes and messages – which will feed the negative campaign.

All digital communications will be carefully tailored according to key behavioural drivers related to AMLO. Creative content (cartoons, videos, radio podcasts, articles, images, adverts etc) will be designed, created and disseminated strategically on multiple social media platforms. The dissemination plan will include creative execution, branding, messaging, format, sequencing, channels/platforms, attribution, rapid rebuttal, monitoring and milestones.

This online campaign stream will be supported by a conventional communications effort including media relations, speechwriting and public engagement to further reinforce our narrative.

By way of illustration, the following are some initial concepts that were worked up after CA's preliminary research in Mexico.



Attacking AMLO

- Andrés Manuel López Obrador is a lifelong politician.
- He has run for President and lost twice. After both elections there were mass protests.
- “No AMLO para México”



- AMLO has switches parties multiple times and has no loyalty to anyone but himself.
- He does not respect the democratic process institutions and tried to declare himself President in 2006.
- “Illegitimate, unelectable candidate”

Proposal Summary

This proposal is written at a time when the Partido Revolucionario Institucional finds itself at a major crossroads; either it rebrands, reorganises and addresses the people's growing frustrations effectively or it struggles to survive as Mexico's foremost political institution.

The plan set out in this proposal is designed to disrupt Obrador's momentum by building a world-class data and digital capacity for PRI in similar vein to what we did for the Trump campaign in 2016. Key to this is a robust understanding of the electorate and an equally robust strategy to communicate with them in accordance with contemporary attitudes, grievances and motivations.

This will allow PRI to run a first-rate digital campaign that rejuvenates the party's image, keeps the opposition in check and champions a sense of positive national pride. In doing so, the party will not only retain its support, but appeal to a whole new class of voters in 21st century digital Mexico.

Appendix

Appendix A

Indicative Project Timeline

Year	2017				2018					
Month	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
**Component 1 - National Situational Analysis										
Strategic Comms Review										
Data Gap Analysis										
Component 2 - National Data Infrastructure Project										
Operations Centre Planning										
Physical Infrastructure										
Data Infrastructure										
Component 3 - General Election 2018										
Behavioural Research										
Data Analytics										
Communications Strategy										
Campaign Delivery										
Component 4 - Adelante Campaign										
Focus Groups										
Analysis and Strategy										
Ad/Concept Testing										
Targeted Engagement										
Opinion Tracking										
Component 5 - Anti-López Obrador Campaign										
Focus Groups										
Analysis and Strategy										
Ad/Concept Testing										
Targeted Engagement										
Opinion Tracking										
Month	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Year	2017				2018					

**Component 1 - National Situational Analysis				
Week	1	2	3	4
Preparatory Stages (remote)				
Strategic Communications Review				
Communications Recommendations				
Data Landscape Assessment				
Data Quality Assessment				
Data Gap Analysis				
Data Recommendations				
Week	1	2	3	4

Appendix B

Indicative Project Budget

Component 1 - National Situational Analysis	
In-Country Costs	
Senior Political/Communications Specialist	
Local Political Strategist	
Senior Data Scientist	
Local Data Analyst	
Accommodation	
International & Domestic Travel	
Per diems	
Subtotal	
UK-based Costs	
Senior Responsible Owner	
Project Manager	
Research Manager	
Subtotal	
TOTAL	USD \$240,000

Component 2 & 3 National Data Infrastructure Project & General Election Campaign	
Operations Centre	
Data Infrastructure	
Physical Infrastructure	
Mobile App	
Behavioural Research *	
Qualitative Research	
Quantitative Research	
Analysis and Reporting	
Data Analytics & Communications Strategy	
Data enrichment, modelling and analysis	
Analysis & Communications Strategy	
Campaign Implementation **	
Digital Microtargeting (reduced)	
Dashboard	
Ongoing polling	
TOTAL	USD \$4,760,000

N.B. The National Data Infrastructure Project and General Election Campaign are costed together as they form inseparable components of PRI's integrated campaign delivery.

* Including the candidate preference top-up research and analysis

** Discounted to acknowledge the digital & creative not undertaken as part of the brand study

Component 4 - Adelante Campaign	
Focus Groups	
Ad/Concept Testing	
Opinion Tracking	
Campaign implementation	
TOTAL	USD \$1,500,000

Component 5 - Anti López Obrador Campaign	
Focus Groups	
Ad/Concept Testing	
Opinion Tracking	
Campaign implementation	
TOTAL	USD \$1,500,000

N.B. If Components 4 and 5 are activated, CA Political will consolidate resources to offer both for a combined price of USD \$2,000,000.

Digital Marketing Campaign and Creative Production	15% of expenditure + Fees for Creative Production**
---	--

**Approximately USD \$1,000 per concept including resizes, with small fees for editing across segment groupings

Pricing estimates expire 30 days from receipt of this document.



Ackerman McQueen

Targeting and Engaging American Consumers

CambridgeAnalytica.org

Targeting and Engaging American Consumers

Ackerman McQueen works across a range of consumer areas to shape consumer perception through advertising and communications, and Cambridge Analytica can help to get the right message to the right person.

At Cambridge Analytica, we believe in the importance of understanding individuals and what drives their decision-making.

Our in-house database has up to 5,000 data points on individual Americans, as well as a suite of data models capable of predicting election turnout, political partisanship, which issues matter to individuals, as well as their psychological profiles.

Following positive discussions with AM, CA presents this concept note to outline the products and services we can offer to augment your advertising and communications. Young people's interest in firearms and healthcare consumer behavior were identified as areas of particular interest, and as such this concept note focuses on outlining the services CA can offer in relation to these topics.

On **Youth and Gun Culture 2.0**, CA proposes to design and manage a program of custom research and data analytics, which will identify the size of the nationwide universe of young people interested in gun ownership and the 2nd Amendment. We will also investigate the particular psychological profiles of the individuals identified, and we will segment the audience according to psychographic criteria or other factors that may be of interest. For each segment identified by CA's research, we will also provide messaging guidance and information on the most appropriate channels to use when communicating with them.

In the first instance, CA will provide counts of available targets in states or regions of interest, and specific names and contact details can be licensed for an additional fee.

For **Healthcare Consumer Behaviour**, CA proposes to undertake a similar program of work focused on North Texas and Oklahoma. This healthcare-focused research and analytics project will also leverage our extensive database of consumer behavior variables, which will be combined with the products of a large-scale survey focusing on 'Healthcare 2.0' and innovative consumer approaches to selecting healthcare products and services. The end product of the project will be a similarly comprehensive package of messaging guidance and research insight, as well as contact lists if desired.

These research and messaging projects will give AM unique insights into current prevailing attitudes, but will also go further by providing guidance on the specific psychological triggers that drive consumer behavior. If desirable, CA can also provide contact lists on high-value target individuals for marketing purposes. This package of services will provide AM with the edge needed to cut through today's saturated advertising space, and will offer significant advantages to AM as it conducts marketing and communications efforts on behalf of its clients.

Gun Culture 2.0: Young Americans and the 2nd Amendment

Potential Products and Services:

Cambridge Analytica will provide the following services to help AM to better understand the dynamics of young people's connections with gun culture and the 2nd Amendment:

Component 1 – Research

CA's research team will design a quantitative survey that will test attitudes to gun ownership and gun rights among young people, as well as measuring their psychographic personality types, channel preferences and other aspects of their lives likely to be useful in crafting communications strategies. A quantitative survey of this kind usually involves approximately 20,000 respondents, though this number is determined based on the specific requirements of the project.

This quantitative survey will be complemented by a series of focus groups and qualitative questionnaires, which will include message testing and will add qualitative messaging insights to the quantitative data collected during the survey.

CA will provide an initial report outlining the findings of this research study, which will give AM an early indication of trends amongst young people interested in firearms.

Component 2 – Data Analytics and Segmentation of Target Universe

Following the completion of the research phase, CA's data scientists will extrapolate the survey responses collected during the research across the entire U.S. target population.

This process assigns scores to every individual in the target universe, in this case the entire millennial population of the U.S., and assigns individuals to a segment based on their psychological and/or consumer traits.

The end product of this analysis and segmentation will be a national database of young people interested in firearms, which can be segmented as required by AM campaigns according to geographic, psychological or issue-specific factors. The database will contain tags indicating particular segments, as well as mail contact addresses and other contact information (phone, email) where possible.

Component 3 – Messaging Guidance Development and Provision of Target Contacts

CA's psychologists and messaging specialists will also provide a comprehensive briefing pack on the targets identified, which will explain their psychological profiles and other insights helpful in crafting messaging. Salient persuasion techniques and other communications insights will also be outlined, giving AM a powerful understanding of how to contact and engage their targets.

Indicative Budget:

Research: Price is inclusive of quantitative survey (n=20,000), qualitative questionnaires and online focus groups (4). In the event that identifying universe sizes is the only objective rather than identifying specific targets, this price can be significantly reduced.	\$102,000
Data Analytics and Segmentation: Price includes all time required for the CA data team to analyze and model survey scoring across the target population	\$43,000
Messaging Guidance and Target Contact List Provision Price is indicative of costs associated with producing a briefing pack, as well as the rates for licensing of contact lists.	\$8,000 Contact Licensing: \$45/thousand records

Healthcare 2.0: The Patient as an Informed Consumer

Potential Products and Services:

Cambridge Analytica will provide the following services to help AM to better understand how healthcare consumers in North Texas and Oklahoma engage with consumer-driven healthcare:

Component 1 – Research

CA's research team will design a quantitative survey which will test attitudes to innovative consumer healthcare practices, as well as measuring their psychographic personality types, channel preferences and other aspects of their lives likely to be useful in crafting communications strategies. Considering the geographic focus of this project, a quantitative survey of approximately 4,000 respondents may be sufficient to generate data for modeling and analytics purposes.

This quantitative survey will be complemented by a series of focus groups and qualitative questionnaires, which will include message testing and will add qualitative messaging insights to the quantitative data collected during the survey.

CA will provide an initial report outlining the findings of this research study, which will give AM an early indication of trends that have emerged from the qualitative and quantitative research in North Texas and Oklahoma.

Component 2 – Data Analytics and Segmentation of Target Universe

Following the completion of the research phase and the analysis therein, CA's data scientists will extrapolate the survey responses collected during the research across the entire population of the target geographic areas in order to identify targets for marketing communications.

The end product of this analysis and segmentation would be a database of early-uptake healthcare 2.0 targets, as well as others who might be receptive to messaging that fits with this consumer-driven healthcare paradigm, which can be segmented as required by AM campaigns according to geographic, psychological or issue-specific factors. The database will contain tags indicating particular segments, as well as mail contact addresses and other contact information (phone, email) where possible.

Access to contact lists in this database can be licensed according to a *cost per mille* basis as required.

Component 3 – Messaging Guidance Development and Provision of Target Contacts

CA's psychologists and messaging specialists will also provide a comprehensive briefing pack on the targets identified, which will explain their psychological profiles and other insights helpful in crafting messaging. Salient persuasion techniques and other communications insights will also be outlined, giving AM a powerful level of understanding regarding how to contact and engage their targets.

Indicative Budget:

Research: Price is inclusive of quantitative survey (n=4,000), qualitative questionnaires and online focus groups (2).	\$34,000
Data Analytics and Segmentation: Price includes all time required for the CA data team to analyze and model survey scoring across the target population	\$23,000
Messaging Guidance and Target Contact List Provision Price is indicative of costs associated with producing a briefing pack, as well as the rates for licensing of contact lists.	\$8,000 Contact Licensing: \$45/thousand records



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Subject: Fwd: Keep Th

From: Brittany Kaiser [REDACTED]

Date: Thu, 12 A

To: Paul Hilder [REDACTED]

Begin forwarded message:

From: "Alexander Nix" [REDACTED]

Subject: Re: Keep The Promise Contract

Date: August 12, 2015 at 22:26:46 GMT+1

To: "Levy, Larry" [REDACTED]

[REDACTED], "Steve

Thanks Larry

Between you and me.... Kellyanne is being deliberately obtuse about this contract because she is upset with Long Island's decision to allow CA to service multiple Presidential campaigns.

She needs to be (firmly) reminded that the people that made this decision are the same people who empowered her as Head of the KTP PAC!

A

Alexander Nix
CEO

CA Cambridge Analytica

[REDACTED]

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Please consider the environment before printing this e-mail

On 12 Aug 2015, at 16:23, Levy, Larry [REDACTED] wrote:

Alexander,

Her company has had a contract with Aristotle, she didn't just start working with them instead of CA.

I'll work on the KTP I contract and try to move it along. We are bringing in another lawyer to represent KTP I, while I represent CA.

Larry

From: Alexander Nix [REDACTED]
Sent: Wednesday, Aug 12, 2015
To: Levy, Larry
Cc: Kyriakos Klosidis; Brittany Kaiser; Alex Tayler; Steve Bannon
Subject: Keep The Promise Contract

Hi Larry

(1) We have addressed IN FULL Kellyanne's concerns regarding the original proposal, which was turned around for her attention in record time and contained 1x spelling error and 1x mis-reference (in a 15 page document)

An updated version of the original Proposal was then drafted to correct the above typos (attached)

and sent to her almost 6 weeks ago.

(2) We have already drafted a contract for Keep the Promise 1 which you have seen (attached) and includes an Appendix setting out our services

This did not contain any of the above errors (which were in the original proposal only)

(3) It was made crystal clear to Kellyanne from the beginning that KTP were to be engaging CA.

If she went ahead and engaged Aristotle, then she did so in the full knowledge that KTP was meant to be working with CA

(4) This has gone on far too long.

We need to get this contract finalised and signed by both parties before the weekend. Please can you give this your fullest attention.

Thank you

Alexander

On 12 Aug 2015, at 15:50, Levy, Larry [REDACTED] wrote:

Kyriakos,

The email from Kellyanne commenting on the contract refers to an attachment A, that she wanted more information about; in it she notes that it was addressed to Keep the FAITH, instead of keep the Promise, that it has several spelling errors, and that there is a reference to pushing out the communication through the "NY GOP outreach channels", which makes no sense because this was supposed to be a contract for services in Iowa and South Carolina. The material you sent doesn't contain any of those provisions, and it appears from the emails I can trace that the proposed contract went from Alexander Nix to Kellyanne.

I think it best to start with a new contract between KTP I and CA for services, with the polling company being a third party contractor to KTP I. That way we can move the ball through the PAC, and get Kellyanne what she needs when she is doing work for the PAC. This will also hopefully demonstrate the value proposition such that Kellyanne will want to contract directly with CA for other polling client work. She does have a long term contract with Aristotle, which is the source of most of her data now, and they have been relatively happy with that contractor. Absent the many relationships involved here she likely would not be in the market for another service provider.

Please send me a draft contract for KTP I, with an appendix that explains what services are being offered, the costs, and is otherwise responsive to Kellyanne's comments. I'll then work off of that to move the contract through the process.

Please note I'm totally booked on other matters Thursday afternoon through Sunday, so I can start on something if I get it early enough tomorrow, otherwise it will be Monday.

Larry

LARRY LEVY

[REDACTED]

[REDACTED]

CONFIDENTIALITY STATEMENT

This message is sent by a law firm and may contain information that is privileged or confidential. If you received this transmission in error, please notify the sender by reply e-mail and delete the message and any attachments.

From: Kyriakos Klosidis [REDACTED]
Sent: Wednesday, August 12, 2020
To: Levy, Larry
Cc: Brittany Kaiser; Alex Tayler
Subject: Polling Company NDA

Hi Larry,

Forwarding relevant email sent by Sabhita a couple weeks ago, assuming that this is what you were looking for?

Best regards,

Kyriakos

Kyriakos Klosidis
[REDACTED]
[REDACTED]
[REDACTED]

scl commercial

scl defence

scl elections

scl social

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Please consider the environment before printing this e-mail

From: Sabhita Raju [REDACTED]
Sent: 30 July 20[REDACTED]
To: Levy, Larry [REDACTED]; Kyriakos Klosidis
[REDACTED]

Larry

We have yet to proceed to a full contract.

Kellyann had raised concerns and asked a number of questions after we shared the two NDAs which were sent to Kevin Quinley at the Polling Company which they forwarded to you (attached for ease of reference).

Comprehensive answers to all queries raised by Kellyann were sent to her but we are still waiting for a decision by KtP on proceeding to the contract phase and on what terms (those in the proposal or different ones which could be discussed).

If I can have that discussion on the scope of the contract and costings despite being in the Cruz firewall I am happy to do so and will ensure a contract is drafted thereafter.

Sabhita

Cambridge Analytica Meeting

From: Alexander Nix [REDACTED]
To: Corey Lewandowski [REDACTED]
Cc: Kellyanne Conway [REDACTED], Brittany Kaiser [REDACTED]
Date: Mon, 08 Jun 2015 10:57:36 +0000

Dear Corey,

I understand from Kellyanne Conway that you very kindly agreed to meet us again, to continue discussing how we could use behavioural analytics to help Mr Trump build his base. I am scheduled to be in NYC again next week, and wondered if you had any availability to meet on Monday 15th?

With many thanks
Alexander

Alexander Nix
CEO

[REDACTED]

CA Cambridge Analytica

[REDACTED]

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A Fox News - CA app will set a new gold standard for live TV audience interaction, engaging traditional viewers and enticing whole new demographics to connect with Fox News.

How does Fox News continue to engage its current audience, while at the same time attracting the next generation of viewers?

The first Fox News debate was watched by a record 24 million Americans. The unprecedented public and media interest in this particularly colourful Republican primary race presents a unique opportunity for Fox News to innovate, attract more young viewers and expand and deepen understanding of its audience in new and exciting ways, including real-time interaction and Facebook integration.

Cambridge Analytica proposes creating an audience participation app that would allow viewers to actively contribute to the debate in real time. By downloading the Fox News-CA app, people could submit and vote on questions for the candidates, vote on their top presidential and vice-presidential picks and weigh-in on candidates' responses as the debate progresses.

This would give the moderator, candidates, studio audience and viewers the opportunity to see a live current of public opinion, which would make for great TV.

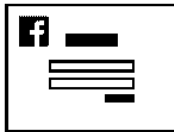
App users would also be able to see how other users are reacting to the debate, further fuelling engagement, and take part in a range of gamification features that would keep them engaged from beginning to end. The app would help draw new swathes of viewers to Fox News, and take the traditional political TV debate into the future.

Furthermore, this presents a huge opportunity for data collection and targeted marketing. Fox News would promote the app as the official online participation platform of the Republican primary debates, and CA would process, refine and model the data to segment and target the audiences that Fox News (and its advertisers) need to reach and better understand.

A Fox News - CA app will open up whole new sources of data to Fox News from otherwise hard to reach audience groups through self-declared opinions and Facebook integration.

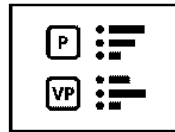
SIGN UP

Sign up through Facebook for maximum data scrape and ease of registration.



LIVE POLLING

With separate president and vice-president selection buttons, and 'match the running-mates' gamification feature.



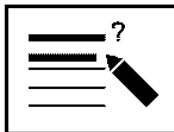
LIVE VISUALIZATION

Dynamic bar graphs track real-time reactions that users can see on their screens and audiences can view on the big stage / TV.



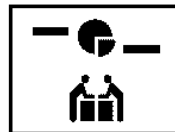
COMPLETE QUESTION FEATURE

This can be read by the moderator throughout. E.g. 'The candidate I'd most like to have a beer with is....'



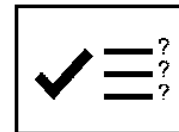
REAL-TIME DEBATE POLLING

Real-time polling on debate responses. E.g. "Do you agree with what Mr. Trump just said about immigration?"



VICTORY CANVAS

General round-up of the campaign. E.g. "Who do you think won?", "Who failed to impress?"



Re: DataTransfer

From: Alex Tayler [REDACTED]
To: Matthew Hunter [REDACTED]
Cc: Brittany Kaiser <[REDACTED]>, Julian Wheatland
[REDACTED], Alexander Nix
[REDACTED] Peregrine Willoughby-Brown
Date: Mon, 15 Feb 2016 11:56:09 +0000

Hi Matt,

Please find a login below for an sFTP to which they can transfer their data.

cheers

Alex

[REDACTED]

On 13 February 2016 at 00:00, Matthew Hunter [REDACTED] wrote:
Alex:

If you or a member of your team could provide me a link for ACU to transfer their data to us I would appreciate it. They are ready to begin the sending us everything they have..if you feel we need to send any paperwork that covers the data activity that is in addition to the NDA that Julian signed last week please let me know and I can get that taken care of early next week.

The first transfer will be c. 500K records. It is my understanding fro them that the lists are not the most organized...will be interesting to see what comes through.

The second will be c. 5 million. I will update you on timing of the second transfer when I connect with them next week.

Thanks,

Matthew

--

Dr Alex Tayler
Chief Data Officer

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

We need to update the current statement of work with the price above (35k) and make the proposal out to 'Federal Capital Communications Corporation' instead of the Herald Group. Pere, I think we should talk directly to go over the specifics to make sure we are on the same page.

2. NSSF (National Shooting Sports Foundation) project

NSSF is a trade organization made up of all the gun manufactures selling in the US. Each year, they run a large campaign aimed at 'voter education'. They call it voter education to avoid the corporate proxy tax by directly endorsing any candidates and focusing on issues.

Pat O'Malley, our contact with access to the money, has been running this campaign for them since 2002 and it has been almost entirely direct mail. Pat was leveraging a database of fire arms manufacturing warranty cards (collected by the fire arms companies) to determine his targeting in key states (millions of people, if they bought a gun, and what kind of gun they bought).

Pat has realized that he needs to modernize this process and this campaign. Here is how our involvement would work in broad strokes:

1. We would get data from NSSF, Cabelas, Bass Pro Shops, and online gun retailers (every outdoorsmen or gun customer in 14 targets states - (I can't emphasize how big of a deal this is for us).
2. We would match this data to our database, model it, enhance it with our gun data, and determine groups of persuadable voters who support gun rights and also turn them out to vote.
3. The flight of the campaign would be from April-November
4. We have the opportunity to craft an amazing campaign to present to this group to get them to buy into.
5. We will also be in charge of all of the digital advertising for this campaign.

There are ALOT more details to discuss, but we need to have a meeting on Monday to go through everything as a team to be able to come up with something. From there, I need to sit down with the herald group and Pat OMalley to collaborate with them on the moving pieces so we can present this with a budget to the client.

I don't want us to get overly excited, but this has the potential to be a 3-5m dollar contract for us. The other upside is we have an opportunity to impress the CEO's of the largest gun companies in the world. This will require closed loop reporting, research, polling, AB/EV chase, etc.

--
Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org

--
Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



Fwd: Follow-up / Meeting Request

From: Matthew Hunter [REDACTED]
To: Brittany Kaiser [REDACTED], Matthew Oczkowski [REDACTED]
Date: Mon, 30 Nov 2015 18:44:06 +0000

FYI

Begin forwarded message:

From: Gary Coby - Digital [REDACTED]
Subject: Re: Follow-up / Meeting Request
Date: 30 November 2015 13:43:20 GMT-5
To: Matthew Hunter [REDACTED]
Cc: Tyler Roberts - Digital [REDACTED], Nick Sharkey - Data [REDACTED]

No worries. Let us know.

Thanks,
gc

From: Matthew Hunter [REDACTED]
Date: Monday, November 30, 2015 at 12:40 PM
To: Gary Coby [REDACTED]
Cc: Tyler Roberts - Digital [REDACTED], Nick Sharkey - Data [REDACTED]
Subject: Re: Follow-up / Meeting Request

Gary:

We were looking forward to meeting but some travel has come up for a client tomorrow. Could we reschedule tomorrow's meeting? I can follow-up when I have a better sense of travel schedules.

I am sorry for the last minute change.

Matthew

On 19 Nov 2015, at 12:07, Gary Coby - Digital [REDACTED] wrote:
11:30a OK?

From: "Matthew F. Hunter" [REDACTED]
Date: Thursday, November 19, 2015 at 11:19 AM
To: Gary Coby [REDACTED]
Cc: Tyler Roberts - Digital [REDACTED], Nick Sharkey - Data [REDACTED]
Subject: Re: Follow-up / Meeting Request

Gary -

Could we do before noon on the 1st?

M

Matthew Hunter

CA Cambridge Analytica

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On 18 Nov 2015, at 21:19, Gary Coby - Digital [REDACTED] wrote:

Can you come by Dec 1st or 2nd?

Let me know what times work. Thx.

From: "Matthew F. Hunter" [REDACTED]
Date: Wednesday, November 18, 2015 at 3:52 PM
To: Gary Coby [REDACTED]
Subject: Follow-up / Meeting Request

Gary:

We met a few weeks ago and discussed getting together to walk through the capabilities of Cambridge Analytica. I wanted to check in to see how your schedule is next week on Monday or Tuesday or if that does not work the week after Thanksgiving for me and another member of our team to come in for 30 to 45 minutes and talk about our targeting capabilities.

Look forward to speaking again,

Thanks again,

Matthew

Matthew Hunter

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Dr Kellie Leitch

Engaging Supporters Through Data and Digital Marketing

cambridgeanalytica.org

About Cambridge Analytica

Cambridge Analytica is a global leader in data-driven market research and communications, assisting political campaigns, advocacy organisations and commercial brands to understand their audiences and better connect with individuals about the things that matter to them.

Challenges and Opportunities

With extensive experience serving in two different cabinets under former Prime Minister Stephen Harper, Dr Kellie Leitch is running in 2017's federal Conservative leadership race. In order to identify and engage voters and supporters, Leitch needs an innovative approach.

Cambridge Analytica proposes to design and implement a cross-platform digital campaign that will help Leitch identify new target supporters and communicate in a way that resonates with them individually. We will use our digital marketing infrastructure to identify target segments, and advertising can be crafted to appeal to viewers' preferences and interests, giving the Leitch campaign a powerful advantage over traditional approaches.

Cambridge Analytica suggests that this campaign be executed over a minimum period of three months, ensuring adequate target "touches" to enable recall. Cambridge Analytica can also turn creative assets provided by the Leitch campaign into ads that will be refreshed with sufficient frequency to avoid audience fatigue, or our creative team can create collateral from scratch.

As previously discussed with the campaign team, CA proposes to structure the campaign in such a way that it initially prioritises recruitment of new members to the Conservative Party before transitioning into a persuasion campaign (to drive support amongst party members for Dr Leitch's candidacy) and voter mobilisation (to drive turnout amongst supporters).

Our digital marketing services will provide the Leitch campaign with a powerful toolkit to communicate with individual Canadian voters, and we look forward to building a positive and productive relationship that puts the campaign at the global forefront of data-driven advertising.

Proposed Workflow and Budget

Digital Marketing

CA will use our digital market infrastructure to find target segments of the Canadian electorate likely to be receptive to Dr Leitch's policy platform. CA's digital marketing team will then design and manage a cross-platform digital marketing campaign that targets individuals with audience-specific messaging strategies. The digital campaign will deliver tailored creative content across websites and social media, serving multiple impressions of the content to target individuals.

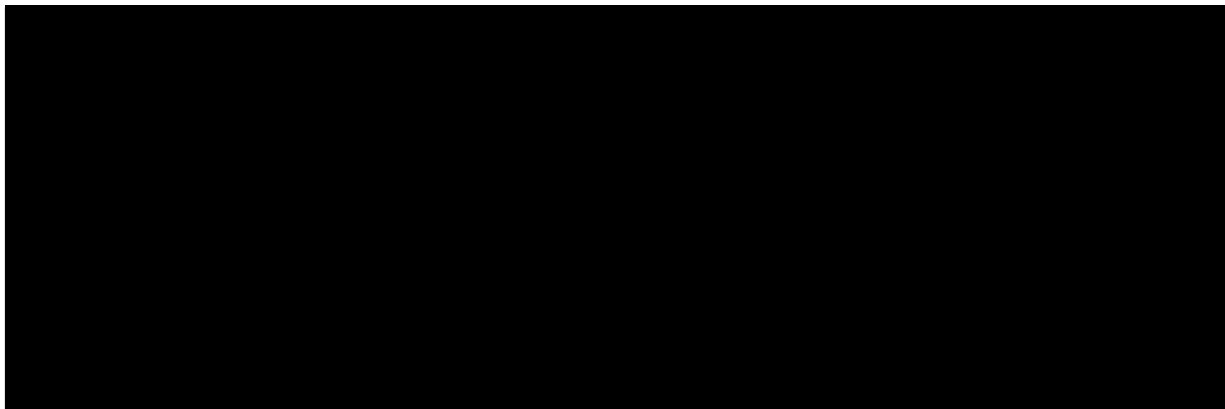
This digital campaign can potentially make use of anonymised individual targeting of Breitbart.com visitors from Canada, a service that CA can provide as the only digital marketing agency licensed by Breitbart to leverage their site traffic for digital marketing purposes.

Throughout the life of the campaign, CA will provide updates on the campaign's performance across a range of key performance indicators, including cost per action, click-through rate, and other metrics as appropriate. Upon the campaign's conclusion, a final report will be produced detailing campaign performance and providing the creative pieces used.

Indicative Budget

Digital Marketing Campaign and Creative Production (minimum of \$20,000 per month in advertising spend)	13% of expenditure + Fees for Creative Production*
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*Approximately \$325 per concept including resizes, with small fees for editing across segment groupings



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VOTER IDENTIFICATION & ENGAGEMENT FOR THE TRUMP CAMPAIGN

www.cambridgeanalytica.org

VOTER IDENTIFICATION & ENGAGEMENT FOR THE 2016 TRUMP CAMPAIGN

The 2016 Presidential Candidate field is filled with the same old career politicians. Yet to emerge is a candidate that people who are tired of business-as-usual politics can rally behind and believe in. The 2016 Race needs a new kind of candidate with a track record of success in the real world, a known presence who can serve as a uniting force for common sense Republicans.

The success of the Republican Party in the 2014 mid-term elections suggests that now, more than ever, Americans want to return to straightforward, business-friendly politics. Research shows more and more people believe that America itself should be run like a business, with a leader that sets goals and implements efficient policies with fiscal responsibility to deliver success. Americans will place a high value on a candidate who has the right experience as a global leader and who could do just that. Time and again we've experienced first-hand how failed economic policies based on politics instead of business sense hurt everyday Americans. The Trump message of "making America rich again" resonates with voters; it's something they understand and aspire to. It is the American Dream.

Yet devising the right message is only half the battle in politics today. Candidates also need to know how to distribute the message, to whom and when if the message is to deliver full impact. While traditional demographics can tell you something about a voter, they cannot tell you how best to communicate with that voter. Two people in the same neighborhood, from the same background, on similar salaries and with a similar education do not necessarily think and behave the exact same way. Their underlying personality will shape how they view the world and how they respond to communication.

For example, two separate groups might care most about National Debt, but respond entirely differently given their distinct personality traits. The group with a dominant neurotic trait would respond strongly to a message about how high debts are crippling the country, whereas a group known to be resistant to new ideas would want to hear about how back-to-basic economic policies would balance the books.

CA Political can help the Trump campaign to identify who their potential supporters are and how they think. CA Political can deliver individualized data about target voter groups clustered so that the campaign knows each group's priority issues, demographics and personality traits. Having this depth of information about your target voters will enable the campaign to reach out and mobilize voters with maximum effectiveness. Combining the CA Political extensive database of the US electorate with the Trump campaign house file will enable us to provide a comprehensive and more nuanced understanding of the electorate, identifying who may be supportive and how they should be targeted.

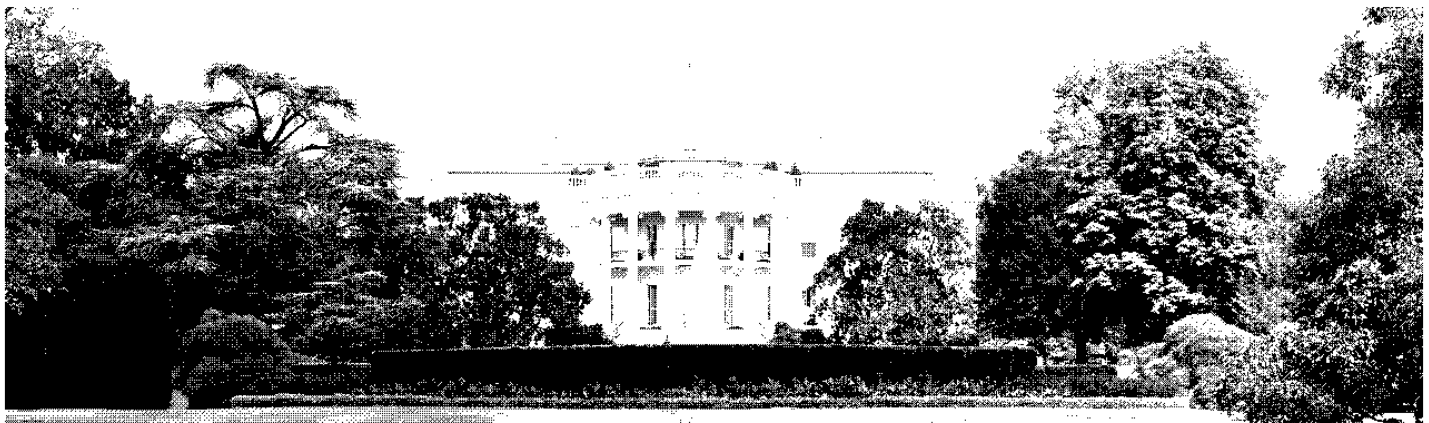
PROPOSAL: POTENTIAL VOTER IDENTIFICATION AND ENGAGEMENT

Cutting edge data analytics can provide the relevant insights by identifying and mobilizing citizens that could be motivated by a Trump candidacy –including individuals that have not in the past supported Conservative candidates, such as first-time voters and disillusioned, non-registered individuals.

CA Political has extensive experience working in the USA and holds comprehensive data on American registered and non-registered voters. We can identify key turnout and persuasion voters, as well as priority issues for target groups. Our current research is probing a wide range of voter views on 9 headline issues from “jobs/the economy” to “gun rights.” This work dives deeper to capture views on 46 sub-issues ranging from “cutting government spending” to “gun use in self-defense.” CA Political is also has modeling and analytics that place Republican voters in selected ideological clusters, including Libertarian, Conservative/Tea Party, Establishment Republican and Liberal.* We can deliver unique personality profiles for each voter in these issue and ideological groups and identify the most effective way of messaging and engaging them.

This process allows the campaign to deliver messages that resonate on a personal level to complement their political values. With a goal set for registering 1,000,000 Trump supporters across Iowa, New Hampshire, South Carolina and Nevada, CA Political can help the campaign identify and engage the ordinary Americans that can help Donald Trump reshape the American political landscape.

* Category names are indicative, subject to change.



DATA AND DATA SERVICES

We propose to perform in-depth research and analysis of the population in Iowa, New Hampshire, South Carolina and Nevada to increase the Trump campaign's insight on the issues that American voters care most about. Furthermore, we can provide a deeper understanding on how best to communicate with and engage them positively. This will be used in a multi-touch outreach and engagement strategy deployed across email, social media and digital retargeting networks with the aim to attract 1,000,000 supporters in these four key states. This process will build a solid foundation for a broader engagement and supporter identification strategy that can guide the Trump campaign through the 2016 election cycle.

CA Political will combine data from the Trump campaign house file with its existing enriched voter file. The combination of CA Political's data models and personality profiles with Trump campaign data will identify people who could be persuaded to vote for Donald Trump in the Republican primaries and beyond. CA Political will map the full electorate, including non-registered voters, in the target states and cluster them into different groups based on priority issues, personality traits, persuadability, partisanship, turnout, ideology and demographics.

Deliverables:

CA Political will provide the following services aiming to register 1,000,000 new supporters across the target states:

- Periodic analytics reports on target voter profiles, including turnout, persuasion, persuadability, ideology, issue prioritization and personality scores. The frequency of reporting will depend on client needs and length of contract.
- Ongoing analytics support up to six months. This includes segmentation of target audience groups across all four states, integration of campaign audience contact data, and ongoing refinement of audience personality profiles by cross-reference to wider quantitative research undertaken by CA Political. Ranking of priority issues will be continually refined through CA Political's ongoing national survey; group segmentation will be adapted to suit campaign priorities and needs.
- A team of analysts will be available remotely to the campaign to refine and present analytics findings and recommendations on how the campaign could apply the results across its campaign outreach and engagement channels to attract new supporters. Data visualization through customized applications will be developed to enable the campaign to access data findings.

Estimated Cost:

A fee of \$0.50 - \$0.75 per supporter actively engaged will be charged back to the campaign. The final unit cost will be determined by the level of ongoing remote analytics support to be provided to the campaign.

DIGITAL CAMPAIGN MANAGEMENT

Digital outreach through highly targeted messaging to engage potential supporters identified by CA Political's analytics work is key; by sending the right message to the right person at the right time, the Trump campaign can set the agenda for the political arena and persuade non-registered individuals or swing and unaligned voters to positively engage with the campaign.

We will develop communication materials for all web advertisements and manage the distribution of digital creative content. A variety of messages will be designed to resonate with different personality groupings and generate unprecedented levels of engagement. The precise number of potential supporters to target for engagement will be determined by the result of the voter data models and analytics; however, we would aim to engage high priority targets in New Hampshire, Iowa, Nevada and South Carolina most likely to support Donald Trump as a Presidential candidate.

Targeted individuals will be encouraged through digital advertising funnels and direct emails to click through to landing pages inviting them to register their support for the campaign through various calls to action. Such calls to action may include signing up to campaign email bulletins and newsletters, liking the Facebook page of the campaign and of Donald Trump, signing petitions, or joining the Trump volunteer movement.

In responding to such calls to action CA Political and the campaign will be able to identify new supporters across the target states and capture updated or new contact information. This data capture will further enrich the House File and provide a solid foundation for further engagement.

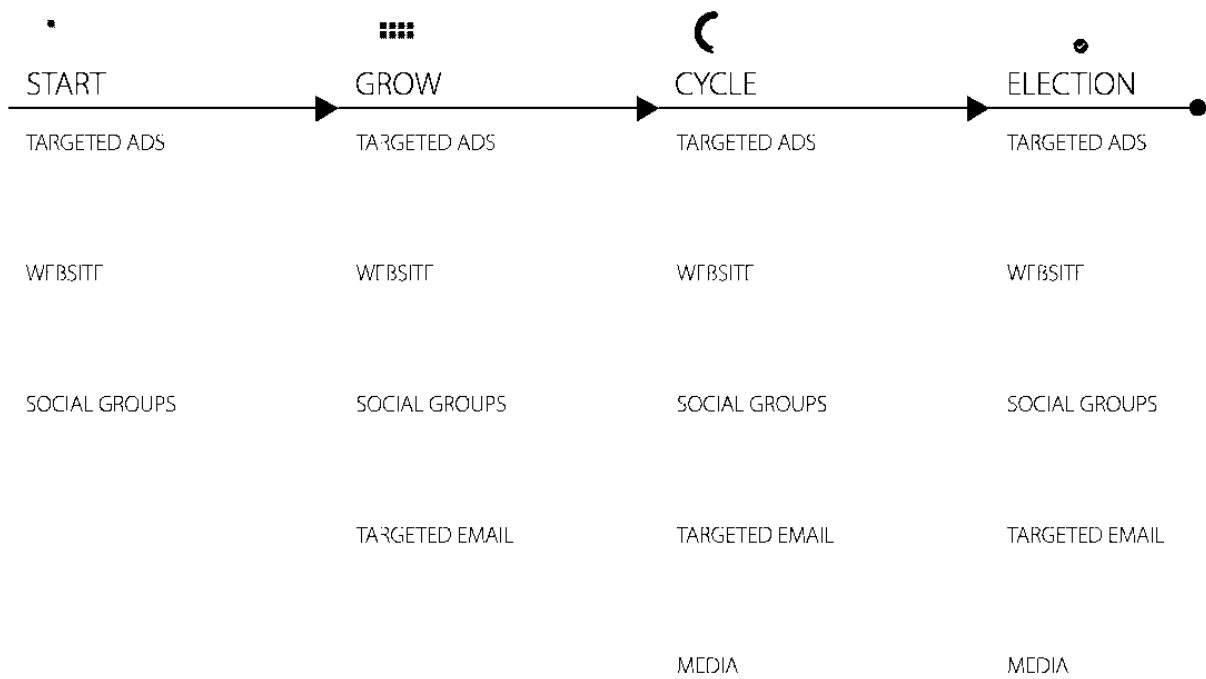
Deliverables:

- Digital outreach campaign setup and management, to engage the potential supporters identified. This will include the ongoing monitoring and optimization of a digital campaign, audience building and traffic management, and the production of digital creative content (up to 72 GIFs and 25 landing pages with multiple resizes for multi-platform use).
- Creative materials production. CA Political's team of graphic designers, website architects and copywriters can provide communication collateral that could be pushed through the campaign's other outreach channels. Materials could include canvassing scripts, web ads and direct mail, all designed to appeal to specific target groups of prospective or existing supporters.
- A weekly report will be compiled identifying the number of new supporters actively engaged through the digital outreach program, as well as responses to direct mail and other outreach activities of the campaign that employ CA Political analytics and targeting lists.

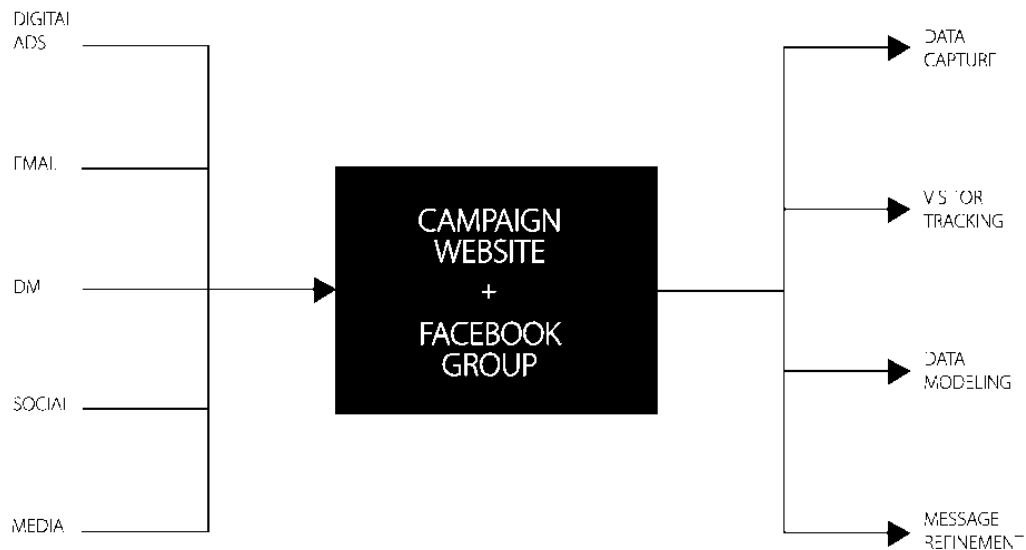
Estimated Cost:

Digital engagement campaign set up	\$15,000
Ongoing campaign optimization and reporting per month	\$20,000
Digital advertisement placement fee*	15% of gross expenditure

* Size of advertisement buys and choice of media channels to be determined and agreed with the client. Digital advertisement buy costs to be billed to client.



CAMPAIGN CYCLE



ESTIMATED TIMEFRAME & BUDGET

	Estimated Cost
Data analytics modelling and remote support (up to 6 months)	\$0.50 - \$0.75*
Digital outreach setup	\$15,000
Digital outreach management & reporting, digital collateral production (monthly)	\$25,000
Digital advertisement placement fee	\$15% of gross expenditure

* Cost per supporter actively engaged through CA Political analytics and outreach. Unit cost to be determined once level of remote analytics support required by the campaign is agreed.

Key CA Political proposal elements:

- Receive and integrate House file data; Behavioral Microtargeting capabilities to segment and target select audiences - *approximately 4 weeks*
- Develop digital marketing materials and messaging content for the digital campaign; creative guidelines and sample materials production if required - *approximately 2 weeks*
- Deploy and manage a digital marketing campaign over social media and online communications systems - *ongoing up to 6 months*

Requirements from the Trump campaign:

- House file of friends and donors
- Access to digital outreach resources, including Trump campaign Facebook and other social media accounts
- Branding creative: logo, graphic elements, color palette, images, taglines and phrases
- Branding creative: logo, graphic elements, color palette, images, taglines and phrases
- Priority Trump campaign issues and slogans
- Co-ordination process to integrate contacts and Trump campaign online presence for digital outreach and mail vendors

DATA INTEGRATION & MODELLING

DIGITAL OUTREACH & REPORTING

DIGITAL ADVERTISEMENT

WEEK 1 2 3 4 5 6 7 8 UP TO 6 MONTHS

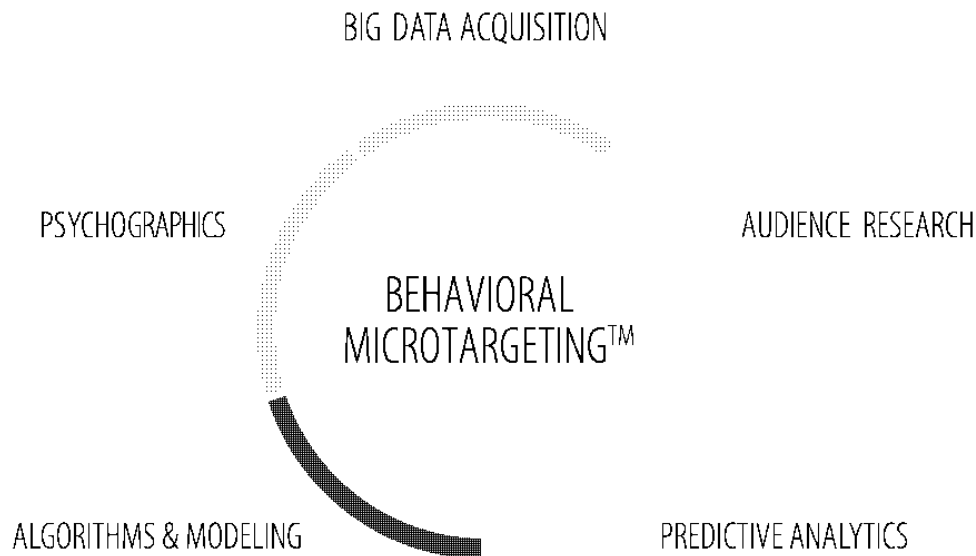
APPENDIX A: CA POLITICAL METHODOLOGY

MODELING

How someone behaves across the different areas of their life can tell us a lot about their personality, and how they perceive and interact with the world around them.

CA Political uses predictive data modeling to quantify and organize this knowledge about people so that voters are engaged with communications and fundraising appeals to which they are most likely to respond positively.

We call this behavioral microtargeting.



Predictive modeling involves identifying the patterns in data that could otherwise be overlooked. Does knowing the newspaper you read, the grocery store you shop at, or your tax band help us find out whether you will vote? On its own, not really.

However, by using a combination of many different layers of data we can make predictions with a high degree of accuracy. Each layer of data adds more context to the individual, allowing us to gain a deep understanding of their likely opinions, behavior, and propensity to vote for any given cause or candidate.

TARGETING

To deliver unprecedented insight, CA Political proposes a six-stage process of data research, analysis and engagement of prospective donors and potential new voters.

1. Data Augmentation

Our existing nationwide database of registered voters is enhanced with consumer, social media, demographic datasets and census data to provide highly granular social context to individual-level profiles. Non-registered voter and existing donor data from the Trump campaign house file will be incorporated in our database to provide additional insights.

2. Super Sample

Large scale quantitative research is conducted to provide additional insight to issues of concern and audience personality groups. The results and insight derived from hundreds of thousands of online/phone survey questionnaires and millions of social media profiles are combined to identify the optimal target audience for engagement and the values and issues they care about.

3. Analytic Modeling

The super sample quantitative data, consumer data and census overlays are all fed into machine learning algorithms to produce issues and personality models for all potential supporters.

4. Voter File Scoring

A series of scores are then appended to each individual on their personality, how they think about politics, their values and the issues they care about.

5. Clustering

The target universe is first calculated by identifying the individuals the campaign needs to contact in order to best achieve its aims. Then, individuals are grouped with similar individuals by applying our personality profiling process, issues and political view models to identify clusters.

6. Message Creation

An enhanced creative content briefing pack is produced. This will outline the tenor and tone of targeted messaging that will be most likely to resonate with each cluster's personality traits, values and political profile. The pack will set out detailed target group descriptions and psychographic profiles, guidelines on language and imagery, and sample cross-platform creative materials – ranging from direct mail pieces to digital advertisement banners.

DIGITAL OUTREACH AND ENGAGEMENT

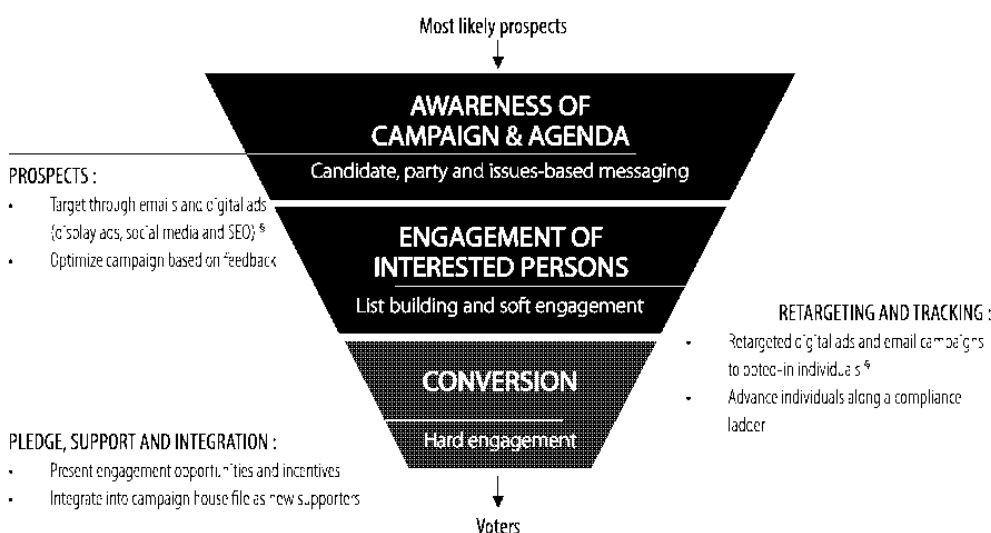
The messaging campaign will consist of digital audience-specific messaging and creative elements delivered across channels including Facebook and mobile for a series of impressions, culminating in a call to vote and support Donald Trump.

1. The issue focus, final number of messages and the scale of outreach in digital advertising will be determined once the voter modeling has been completed, and in line with the campaign's needs.

2. Multiple digital creative pieces targeting specific audience groups of existing and potential voters will be sent. By focusing on issues of greatest importance to selected voter groups and sending communications designed to resonate with target group personality profiles, we can influence turnout, increase pro-Trump sentiment and set the tone for the political debate in the run up to the elections.

3. Digital outreach and reporting, comprising:

- Message testing to different audience segments and contact ladder management
- Optimization of campaign web presence for advanced re-targeting and abandonment management
- Clone universe creation
- Tracking of campaign KPIs and report generation

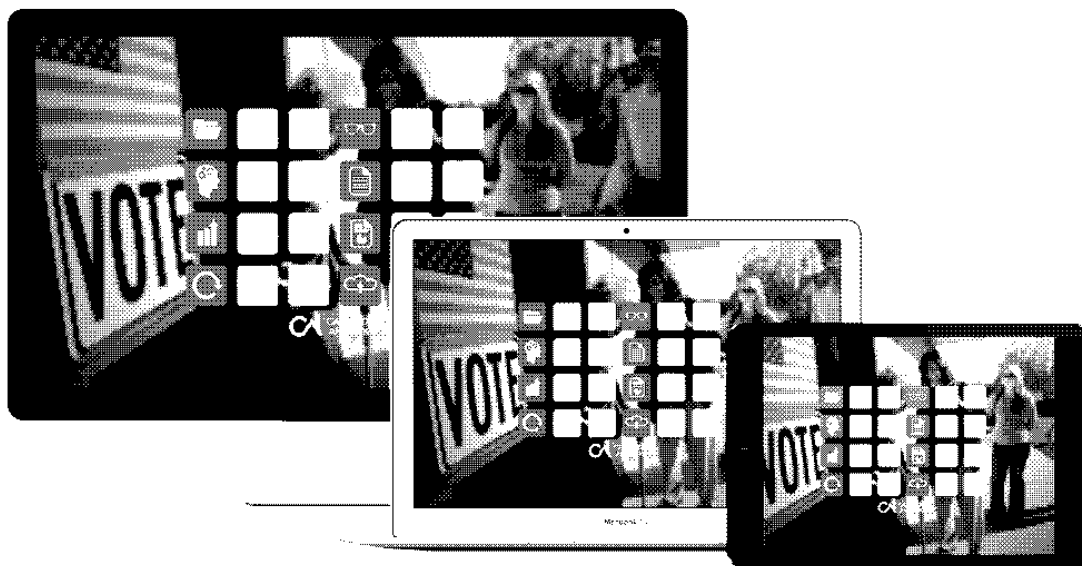


§ Requires digital ad spending to drive prospects to the top of the engagement funnel and to continue to engage prospects to the point of donation and integration as supporters.

The CA modeling process ranks all registered voters (from within the house file and across our national enriched voter file) from most likely to least likely to support a given candidate. This allows us to begin the process of engagement by targeting a highly focused segment of the population. While significantly more likely to vote or donate than average people, these prospects still need to be taken through the process of being made aware of the campaign, engaging with it, and lastly responding to a strong call to action. This process of prospect engagement and conversion uses a mix of tools including display advertising, targeted social media outreach and email.

RIPON

ONE INTEGRATED CAMPAIGN TOOL



RIPON: THE FUTURE OF CAMPAIGNING

To complement the services included in this proposal and optimize the efficiency of the envisioned GOTV campaign, CA Political can also offer RIPON; an innovative voter engagement and campaign management tool for your team to control all aspects of the modern campaign space.

As an integral part of our full-service package, RIPON provides a unique solution for positioning candidates and campaigns more effectively and efficiently.

RIPON powers targeted supporter mobilization combined with real-time oversight from Campaign HQ. With in-depth voter data and psychographic profiles available at the touch of a screen, powerful engagement and fundraising strategies can be executed simultaneously.

RIPON's multi-platform connectivity ensures that managers always have access to core system features such as GOTV, behavioral microtargeting, bulk SMS and canvassing. RIPON's suite of features also lets you control campaign activities such as artwork, query building and scheduling, so every aspect of the campaign can be optimized and perfected from one platform.

STRATEGY FEATURES



ENHANCED VOTERFILE: Electoral Roll for your region that has been rigorously cleaned, updated, and enhanced with additional contact and political data.



PSYCHOGRAPHIC PROFILING AND DIAGNOSTICS: Delve well beyond standard political messaging to understand the underlying psychological motivators of voting for each target segment.



BEHAVIORAL MICROTARGETING™ | VOTERFILE SCORES: Accurate behavioral and political scores for every single voter based on advanced statistical modeling techniques.



PRETESTED MESSAGING: Pre-loaded arsenal of highly refined and scientifically tested messaging content optimized for each target voter category.



APPLIED INTERVENTION STRATEGIES: Easy to understand documentation on voter behavior research with clear and actionable recommendations on how best to engage with different types of voters.



CAMPAIGN ARTWORK: Use pretested artwork designed for each voter segment so that every campaign communication uses high-impact visuals with ad agency quality.



ONBOARDING NEW CAMPAIGNS: Help campaigns embed the engagement tool into their campaign and help complete data mapping for their tags and groups to meet individual campaign needs.



CAMPAIGN DATA IMPORT: Work with campaigns to help gather existing data, normalize it, and import it into their new system.

GAMIFICATION: Built-in reward structures designed to create a meritocratic campaign and encourage volunteers to go the extra mile.

QUERY BUILDER: Build and run custom queries and searches. Save them for later or share with others.

GROUPS AND TAGS: Build static and dynamic lists to assign or tag electors; or for use in canvassing, emailing and phone banking.

ENGAGEMENT FEATURES

Features require additional tailoring to fit individual campaigns

PHONE BANKING: Create and schedule volunteer phone banks, choose phone bank volunteers, and assign target groups/locations.

AUTOMATED CALLING: Create automated phone calls with interactive voice response technology to allow for mass telephone messaging and surveys.

DIRECT MAIL: Create bulk mailings and prepare them for printing locally in office, through a local provider or through a trusted national bulk mail partner.

BULK EMAIL: Create individual or bulk email based on targeted groups. Send email through trusted national partners for optimal penetration and worry-free sending.

BULK SMS: Send single or mass SMS messages to target individual voters or groups of voters.

GET OUT THE VOTE: GOTV live performance metrics, real-time analytics, and visualization. Create campaignous pickup lists, schedule reminder phone calls, mark off voters that have voted, and message through email, SMS, and social media.

SOCIAL BLASTS: Connect to Facebook, Twitter, and LinkedIn to post campaign messages through supporters and volunteers.

MANAGEMENT FEATURES

TURF CUTTING / CANVASSING: Narrow down your targeted lists to specific neighborhoods, walk routes, and streets for optimal canvassing. Add instructions for canvassers and print paper walk routes and lists.

ONLINE MARKETING / ADS: Create and optimize online advertising through banners, Google, Facebook, apps, and other websites.

MESSAGE MANAGEMENT AND WORK FLOW: Have suggested messages arrive at the campaign office for approval and sending after a central campaign review process.

SCHEDULING: Campaign scheduling tool with shared calendar and calendar/email integrations with formatted messages.

MANAGE MY TEAM: View your campaign team with a full hierarchy. See team and individual performance, adjust volunteer and user permissions, send e-mails and SMS (text) messages to volunteers, and see full metrics on their performance.

RIPON is the optimal software platform designed and used by the CA team for voter data analysis and engagement. A RIPON license can provide direct access to insights derived from the CA Political voter file, to complement the services provided by our dedicated specialists. The platform can integrate with existing campaign CRMs and can be downloaded to Android tablets via mobile license.

The standard RIPON license includes a range of data hosting and management features. Additional features may be purchased and added to the standard package depending on client needs. The advanced license provides access to the full version of RIPON and its comprehensive data management and voter contact features.

RIPON STANDARD*

Core platform functionality, including:

- Ability to integrate campaign data
- Reporting functionality
- Enhanced grouping and voter segmentation
- List export manager
- Rich data interrogation

Monthly License Cost

1-20 users	21-50 users	51+ users
\$ 500.00	\$ 1,500.00	available on request

Initial integration, remote training and maintenance

RIPON ADVANCED*

Full suite of RIPON features, including:

- Turf cutting / Canvassing
- Message management and work flow
- Scheduling and team management
- Phone banking and automated calling
- Online marketing / ads
- Direct mail
- Bulk email and SMS
- Social blasts
- GOTV

Monthly License Cost

1-20 users	21-50 users	51+ users
\$ 5,000.00	\$ 8,000.00	available on request

Ongoing analytics, integration and support, remote training and maintenance

MOBILE LICENSE

Monthly License Cost per Device

1-20 users	21-50 users	51+ users
\$ 5.00	\$ 4.00	\$3.50

*Web hosting, security and server costs will be passed through to the client.

§ Web hosting, security, server costs and any advertisement purchase and distribution costs handled by CA will be passed through to the client if not included in Digital Support

C Political

The News Corp Building,
Suite 2753 1211 6th Ave, New York, NY 10036
Tel: +1 (646) 892 9591
Email: info@cambridgeanalytica.org Website: www.cambridgeanalytica.org

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Fwd: Cambridge Analytica

From: Robert Murtfeldt <[REDACTED]>
To: Brittany Kaiser [REDACTED]
Date: Tue, 30 May 2017 22:17:34 +0000
Attachments: CRTV MSA.PDF (0 bytes); CRTV_SOW.PDF (0 bytes)

FYI

Begin forwarded message:

From: Robert Murtfeldt [REDACTED]
Date: May 26, 2017 at 5:44:41 PM EDT
To: Alexander Nix [REDACTED], Julian Wheatland [REDACTED], Duke Perrucci <[REDACTED]>
Subject: Fwd: Cambridge Analytica

CRTV are now a client. Please countersign. Good stuff (please inform Bekah).

Have a good weekend!

Begin forwarded message:

From: Alena Charles [REDACTED]
Date: May 26, 2017 at 4:46:08 PM EDT
To: Robert Murtfeldt [REDACTED]
Subject: Fw: Cambridge Analytica

Here you go! lets get a kick off scheduled.

Alena Charles
CRTV

[REDACTED]

From: Elizabeth Wood
Sent: Friday, May 26, 2017 3:09 PM
To: Alena Charles
Subject: FW: Cambridge Analytica

Thank you,

Liz

Elizabeth Wood

[REDACTED]

From: Alena Charles

Sent: Friday, May 26, 2017 10:59 AM

To: Elizabeth Wood [REDACTED] >

Cc: Cary Katz [REDACTED] >

Subject: Fw: Approved

Liz,

Steve has approved these documents. Cary has approved the expense of 80k. Could you please sign these documents at your convenience.

Alena Charles
CRTV

[REDACTED]
[REDACTED].n

From: Robert Murtfeld [REDACTED] >

Sent: Friday, May 26, 2017 1:56 PM

To: Alena Charles

Subject: Fwd: Approved

That's great, Alena.

Documents attached. Once signed we will countersign and send back the scanned copy and start the project.

Looking forward!

Robert

----- Forwarded message -----

From: Alena Charles [REDACTED] >

Date: 26 May 2017 at 08:14

Subject: Approved

To: Robert Murtfeld [REDACTED] >

Robert,

I explained the license agreement for your services and our lawyer was ok waiving the perpetual clause. Can you please get me clean copies of everything for signature?

Alena Charles
CRTV

[REDACTED]
[REDACTED].n

Trump & CA's Commercial Media & Entertainment Vertical

From: Robert Murtfeld [REDACTED] >
To: Brittany Kaiser [REDACTED]
Date: Sun, 04 Sep 2016 13:59:23 +0000
Attachments: Web Marketer New to Presidential Races Leads Trump's Digital Push - WSJ.pdf (610.5 kB)

Dear Brittany,

I am keen that we extract some commercial value out of the upcoming debates between the presidential candidates. Let us also keep Duke regularly briefed and maintain a close watching brief of the debates under our the umbrella of our media & entertainment vertical.

The full debate schedule was published on Friday:

- (i) First presidential debate takes place on Monday, September 26, 2016
 - Moderator: Lester Holt, Anchor, NBC Nightly News
 - Location: Hofstra University, Hempstead, NY
- (ii) Second presidential debate takes place on Sunday, October 9, 2016
 - Moderator: Martha Raddatz, Chief Global Affairs Correspondent and Co-Anchor of "This Week," ABC
 - Moderator: Anderson Cooper, Anchor, CNN
 - Location: Washington University in St. Louis, St. Louis, MO
- (iii) Third presidential debate on Wednesday, October 19, 2016
 - Moderator: Chris Wallace, Anchor, Fox News Sunday
 - Location: University of Nevada, Las Vegas, Las Vegas, NV

The choice of the moderators was praised by the [NYT](#) and [Time](#).

Concurrently to the debates it would also be great if we can prepare at CA commercial for a political Trump loss and reported plans that Trump will create his own media juggernaut, possibly called "Trump News". This was first reported in [Vanity Fair](#) and further explored in other publications thereafter - [The Atlantic](#) had a good report in August.

What are your thoughts?

Finally, the [WSJ](#) published a good article on Brad Parscale, Trump's Head of Digital (article also attached).

Parscale was brought on board for Trump's presidential campaign from the Trump's families business dealings, and we must have received the introduction to work with him through Ivanka, right? I assume Matt O and Molly have a good working relationship with Parscale in San Antonio and maybe we stage a commercial event with Parscale once the election is over.

Parscale said in the WSJ interview: "A lot of what we do in the business world carries over [to politics]. We've brought over some tactics in the consumer world which are having incredible fundraising success for small-dollar donors." Let's explore with Parscale as a reference how it can go the other way too and what we do in politics carries over to business.

Let me know once this message was safely received.

See you Tuesday,
Robert

Fwd: CA--ATTORNEY PRIVILEGED WORK PRODUCT AND ATTORNEY CLIENT PRIVILEGED CORRESPONDENCE

From: Brittany Kaiser [REDACTED]
To: Paul Hilder [REDACTED]
Date: Thu, 12 Apr 2018 13:24:54 +0000

Begin forwarded message:

From: "Sabhita Raju" [REDACTED]
Subject: Re: CA--ATTORNEY PRIVILEGED WORK PRODUCT AND ATTORNEY CLIENT PRIVILEGED CORRESPONDENCE
Date: July 31, 2015 at 19:07:32 GMT+1
To: "Levy, Larry" [REDACTED]
Cc: "Alex Tayler" [REDACTED] "Alexander Nix" [REDACTED]
[REDACTED] "Brittany Kaiser" [REDACTED]

Larry

Please confirm that we need to send the complex agreement covering the full service offering to you and the more simple email validation contract to Stefan.

Grateful if you could let us have Stefan's email address. Copying colleagues who are preparing the documents and will take it from here.

Kind regards
Sabhita

On 27 Jul 2015, at 19:53, Levy, Larry [REDACTED] wrote:

Sabhita,

I've worked out a tentative arrangement with Nick Ryan of the American Future Fund (AFF), an Iowa based c-4 that supports conservative causes. It is allied with Senator Grassley, and is currently supportive of Huckabee. Nick will make an arrangement whereby he will design a message from AFF, to go out to your list untested R donors/citizens. Anyone who responds to AFF will become part of his list, as well as your list, and you can review the backend to determine if non-responses went through to good addresses and simply aren't interested in responding to AFF's ask. The message would probably be about Iran.

We could have Becki D. or someone else we work with push out the message, that way you have full control and know you can get to the back end. Or, Nick uses either Direct Response or Abundant Media for direct mail, both he believes would cooperate but we haven't taken the next step of asking them.

I told Nick we could potentially produce 50,000 to 250,000 email addresses for this

project, either in one giant push or in segments. And, because it is a c-4, not a political entity, we can view this as an in kind contribution or joint effort that doesn't get separately reported as an expense to the FEC.

Let me know if you still want to pursue this type of tact to further clean your lists. And sorry for the delay, I had to get Nick's attorney and him to buy into the program. And, of course, we still expect to take the KTP I website live this week and can start to push things out through it.

We will need a contract for Cambridge and KTP I, similar to what you sent to KTP II, to make this work. And, of course you still have to maintain the firewall from any of the direct campaign work, such as Cruz and Carson. Since I'm counsel to both sides of this equation, we are going to have Stefan Passantino, the lawyer for KTP II represent the Super PAC for the purpose of finalizing the contract between CA and KTP I.

Larry

LARRY A. LEVY
Counsel

BRACEWELL & GIULIANI LLP

<imaged223de.JPG>


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CAMBRIDGE ANALYTICA								
	Project Name	Project Value	Start Date	End Date	PM	Status	Issues	Action Required
😐	Goldline		Jan-16		MA/KK	Active	Mostly a positive feedback.	Sending a revised version today.
😊	Relationship Enrichment Collaborative (REC)	Expected ad spend (\$1,1 million)	Apr-16		HE	Active	SOW written for additional data modelling.	
😊	National Shooting Sports Foundation (NSSF)	Research, Data Analytics and Digital Marketing Estimated value \$3,45+\$180k+\$1,9mln	05-Apr		MO/P WB/ MA	Active	Reporting – new proposal sent. Haven't heard from client.	Meeting to be scheduled next week.
😊	FCCC (NRA TTV/ The Herald Group)	\$855,000	05-Apr		PWB/ MO	Completed		
	Ackerman	Research/Data	June-16		PWB	Active	Waiting on invoice to be paid.	

	McQueen	Analytics/DM					
	YouDecide.com	Data Modelling		HE	Active	Delivered email banners last week. Banners being checked by the legal team. BK – sales manager for this account. Direct mail – ongoing discussion on design and audiences.	
	Portillos/Berkshire Partners	\$84,000	Oct-16	PK	Active	Final stage of modelling. Progressing well.	.
	TrackHero/ Berkshire Partners			PK/A W	New		
	Reclaim NY		Oct-16	JH	Active	No update. Expecting to provide client with a survey and data modelling in near future.	
🙄	ECI		Oct-16	EC	Active	Decided to carry on the project.	

							<i>Return on ad spend has improved.</i>	
	National Association for Gun Rights		Oct-16		TE	Active	<i>Proposal has been submitted and awaiting feedback.</i>	
	Marysia Swim	DM			EC	Active		
	American Conservative Union	Digital Marketing	Dec-16		PK	Active		
😊	VHHA	Data Analytics	Jan-16		TE	New	<i>Survey has been launched. To be supplemented with live calls later on. 4000 responses expected Oleg is running data matching on the responses already received.</i>	
😊	Polis	Data Analytics	Jan-16			New	<i>Progressing well.</i>	
	One Taste		Jan-16		EC	New	<i>Data files received. Additional information to be added.</i>	

						Matching process	
	UEFA			TE	New	Contract is being put together.	
	EVIVO	Data Analytics and DM		PK	New	The client is a start-up booking platform for hotels.	
						Kick off meeting next week.	
ROW							
	Kenya		Ongoing	SR/JH	Active	Going well.	
INTERNAL DEVELOPMENT							
	Documentation library/Intranet		Ongoing	PK	Active	Implementing new software.	

From: Matthew F. Hunter [REDACTED]
Subject: Re: Questions on the TTV Proposal
Date: November 19, 2015 at 09:31
To: Todd Van Etten [REDACTED]
Cc: Brittany Kaiser [REDACTED], Alexander Nix [REDACTED], Pascal Bugnion [REDACTED], Alex Tayler [REDACTED]

Thanks for the update. Will touch base next week.

M

On 19 Nov 2015, at 10:25, Todd Van Etten [REDACTED] wrote:

Hi Matt,

No updates here. We've sent the proposal and recommendations to the client, but I think they're still hammering out the funding details. We have weekly calls with them and nothing came up on Monday —I'll be sure to ask for an update on next week's call.

Thanks,
Todd

<319682B6-644F-4011-9460-7CC059B1F4D2[22].png>

Todd Van Etten
Chief Digital Strategist, The Herald Group

From: "Matthew F. Hunter" [REDACTED]
Date: Thursday, November 19, 2015 at 10:19 AM
To: Todd Van Etten [REDACTED]
Cc: Brittany Kaiser [REDACTED], Pascal Bugnion [REDACTED], Alex Tayler [REDACTED], Alexander Nix [REDACTED]
Subject: Re: Questions on the TTV Proposal

Todd:

Following up on this from last week I wanted to check in to see if you needed anything else from us or if you have heard feedback from the NRA. Let me know if we can be helpful.

Matthew

Matthew Hunter

[REDACTED]
[REDACTED]
[REDACTED]

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On 13 Nov 2015, at 09:36, Todd Van Etten [REDACTED] wrote:

This is great, thanks for all your help. I'm compiling a memo to the client now, and hope to send it off today. I'll let you know if there are any other outstanding questions.

https://docs.google.com/document/d/1-nYPDoGI0EWRE7_FZ9JzHaJaV6DiOkbJLyAXdt_aRP8/edit?usp=sharing

Thanks,
Todd

<319682B6-644F-4011-9460-7CC059B1F4D2.png>

Todd Van Etten
Chief Digital Strategist, The Herald Group
[REDACTED]

From: Brittany Kaiser [REDACTED]
Date: Wednesday, November 11, 2015 at 5:51 PM
To: Todd Van Etten [REDACTED]
Cc: Pascal Bugnion [REDACTED] Matthew Hunter
[REDACTED] >, Alex Tayler
[REDACTED] Alexander Nix
Subject: Re: Questions on the TTV Proposal

Dear Todd,

I just wanted to chime in here since it is almost 11PM in London and I am still in the NYC office. Pascal or Alex please add anything below once you are back in the office tomorrow:

4. Yes, these computer numbers are based on past research, but also current research, some

1. yes, these supporter numbers are based on past research, but also current research, as we have a minimum of 30,000 people completing ongoing issues-based surveys per month, every month, probing nuances in their interest in gun rights, which makes our models more and more accurate every month.
2. These supporter numbers are therefore obtained from accurate modelled data, which identifies at least 100 of the most important variables that are predictive as to whether someone supports gun rights.
3. Unlike i360, we do not only understand if someone is supporting the second amendment, but we know WHY, as our surveys ask the respondent's reasoning to be interested in gun rights, such as: the right to bear arms, right to self defence, right to hunt, against federal government background checks, against assault weapons ban, etc (elaborated in the attached document)

I hope that helps! Alex and/or Pascal can jump in tomorrow with any further details.

Best wishes,

Brittany

Re: Herald Group (NRA)

From: Alex Tayler [REDACTED]
To: Matthew Oczkowski [REDACTED]
Cc: Matthew Hunter [REDACTED], Alexander Nix [REDACTED], Livia Krisandova [REDACTED], Brittany Kaiser [REDACTED], Julian Wheatland [REDACTED], Pere W. Brown [REDACTED], Julian Wheatland [REDACTED], Sabhita Raju [REDACTED]
Date: Mon, 11 Jan 2016 21:11:12 +0000

This is what worried me. The proposal you attached only specified Iowa, but something has gone wrong with client expectations somewhere along the chain. There's no way we can deliver this program across 13 states at a profit. That wouldn't even cover the research component, let alone the time to do the work and the value of the data they are expecting.

Can we discuss during the operations meeting at 10am est tomorrow? I'll extend the calendar invite

Alex

On 11 Jan 2016 21:02, "Matthew Oczkowski" [REDACTED] wrote:

Todd is under the impression that this is going to cover the 13 battleground states they identified. Attached are some documents he sent me that he said were agreed upon.

Let's discuss prior to this call.

On 11 January 2016 at 10:52, Matthew Hunter [REDACTED] wrote:

Todd is sending the invite, you should have shortly. Thanks.

On 11 Jan 2016, at 10:50, Alex Tayler [REDACTED] > wrote:

1. Yes, could you please invite Pere and me to the call?
2. Thanks for the proposal; as long as we clarify that this pilot is only for Iowa we should be good to go
3. Agreed
4. As long as it is only for one state that should be fine

On 11 January 2016 at 15:10, Matthew Hunter [REDACTED] wrote:

1) There is call with the client tomorrow 1/12/16 at 4pm EST. Todd was going to send around a call number, I will get from him this asap and send an invite. Alex when you and I discussed this call on Friday you mentioned that you wanted to include Pere and yourself. Has that changed?

2) As to expectations and what was sold please review the proposal that I am attaching below. Matt I will come to your office and we can discuss any further conversations that you or I have had with Todd to make sure we are on the same page.

3) The plan on the call is to discuss timing and expectations. Pricing should be part of that conversation but the budget that was discussed was between 35-45.

4) Highlights include:

- a) Nationwide automated survey to id non registered voters interested in the 2nd amendment.
- b) focus group of unregistered voters
- c) message testing
- d) access to a trial version of CA connect for iowa
- e) message guidance around psychographic qualities of thenon-registered

The goal of this pilot/test is to build a long-term relationship with the Herald Group and to be their #1 digital and data provider for their clients, some of these include the NRA, PHARMA, the Blackstone Group.

M

On 11 Jan 2016, at 09:24, Matthew Oczkowski [REDACTED] wrote:

I'm coming into this project after the fact, but the expectations that Todd set with me are the following (what he is looking to get from us):

1. They want to use our program to replace traditional polling, so the more we can mirror a traditional polling report the better. *(I am a bit confused on the execution of this so I'll need to get a download to understand how we will get this done)*
2. They then want to talk timeline and if we need anything from them to get started.
3. Finally we will talk pricing and what ongoing engagement would look like both in scope and numbers.

If someone can shoot me a quick note and brief me on what was sold to them from our perspective I can better set expectations with the client.

On 11 January 2016 at 09:02, Julian Wheatland [REDACTED] > wrote:

Great

-

From: Matthew Oczkowski [REDACTED]
Sent: 11 January 2016 14:01
To: Alex Tayler [REDACTED]
Cc: Brittany Kaiser [REDACTED]; Matthew Hunter [REDACTED]
[REDACTED]; Julian Wheatland [REDACTED]
[REDACTED]; Nix Alexander [REDACTED]
[REDACTED]; Sabhita Raju [REDACTED]
[REDACTED]; Livia Krisandova [REDACTED]
Subject: Re: Herald Group (NRA)

-

To this point, Hunter has been leading the charge. I've volunteered to run the account management on this project because of my relationship with Todd.

-

We have a call tomorrow at 4pm EST to discuss and kick off the project.

-
On 11 January 2016 at 05:58, Alex Tayler [REDACTED] > wrote:

What's going on with this? Weren't we going to have a call with a project manager and the client to clarify expectations and get a statement of work drafted? I might have missed the invite for the call, or it might not have been scheduled yet. Could I get an update?

Thanks

Alex

-
On 6 January 2016 at 17:37, Brittany Kaiser [REDACTED] wrote:

Excellent Matt, thank you for this.

-
So it seems that the 35-45K is for the survey, and then data for the State of Iowa loaded into Connect, along with messaging guidance for psychographic groups.

-
If they want us to design the creative, and/or run the digital campaign (not mentioned) then those will be additional costs.

Is this correct?

-
Thanks!

-
On 6 January 2016 at 09:28, Matthew Hunter [REDACTED] wrote:

Sorry about the confusion regarding the herald group (NRA) - I just could not remember the chain of events going back to October. I have put together the email chain (sans Pascal's responses to their questions) that got us to this point. There are 4 parts to this email. Let me know who to work with in London to get this back on track.

-
1) The email I sent Alex outlining the budget that THG proposed for the project:

-
Begin forwarded message:

-
From: "Matthew F. Hunter" [REDACTED]

Subject: Noon Call

Date: 15 October 2015 at 11:09:23 GMT-4

To: Alex Tayler [REDACTED]

-

Alex:

One other thing before we talk on the call. He was guesstimating on the call that the survey run around 40K and that if there was a monthly fee for data it would be about 10K. These were his numbers, you should have an internal on cost after the call but wanted to give what he said.

M

2) Here is a copy of the proposal I sent to THG, it came from Harris MacLoud:

Begin forwarded message:

-

From: Alexander Nix [REDACTED]

Subject: Fwd: herald group proposal

Date: 19 October 2015 at 13:34:15 GMT-4

To: Matthew Hunter [REDACTED]

-

-

Alexander Nix

Director

[REDACTED]

SCL Group

[REDACTED]

-

scl commercial

scl _____

scl _____

scl social

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-
-
-

Begin forwarded message:

-

From: Harris MacLeod [REDACTED]

Subject: herald group proposal

Date: 19 October 2015 13:00:26 GMT-4

To: Alexander Nix [REDACTED] Alex Tayler
[REDACTED]

-

Hello,

Just wanted to let you know The Herald Group proposal is all but completed (draft attached). We're just not entirely happy with the creative examples, so I'd like to have another go at that bit and then get it to you tomorrow if that's alright.

Best,

H

-
-
-

3) Here is the clarification email I sent to Todd:

-

-

Begin forwarded message:

-

From: "Matthew F. Hunter" [REDACTED]

Subject: Re: NRA

Date: 20 October 2015 at 12:45:08 GMT-4

To: Todd Van Etten [REDACTED]

Cc: Brittany Kaiser [REDACTED]

-

Dear Todd,

Just a few changes to make it shorter and easier to understand:

Cambridge Analytica combines bespoke research and one of the US's largest databases (which contains up to 5,000 data points on every individual) to get a comprehensive understanding of who our target audience is, and how to engage with them.

They will start with phone-based research within our target audience to gain further insight on motivations and behavioural drivers. Next, they utilize focus groups to dig deeper into why these people are unregistered, and which types of messages get them to take our desired action.

Finally, the data obtained from the research is overlaid with their database, which contains geographic, demographic, lifestyle, and proprietary psychographic information to further refine how our target audience responds to different messaging.

Cost: \$35,000-\$45,000 (based on research and data analytics costs)

On 20 Oct 2015, at 12:37, Todd Van Etten
[REDACTED] wrote:

Thanks Matt.

I obviously had to simplify the messaging greatly, but here's what I came up with. Let me know if there are any serious changes:

Cambridge Analytica combines traditional polling and outreach with "big data" to get a much richer picture of just who our target is, and how to interact with them. They will start with a phone poll comprised of a series of yes or no questions to identify our ideal targets. Next, they utilize focus groups to dig deeper into why these people are

unregistered,
and which types of messages get them to take our desired action.
Finally, they
overlay this data with a large amount of geographic, demographic, and
psychographic information which they have collected to further refine
how our
target audience responds to different messaging.
.

Cost: \$35,000-\$45,000 (based on 3rd
party data sources)

Todd Van Etten
Chief Digital Strategist, The
Herald Group

[REDACTED]

On 10/20/15, 9:13 AM, "Matthew F. Hunter"
[REDACTED] wrote:

Todd:

Here is a cleaned up version of the document I sent yesterday.

Matthew

<default.vnd.ms-officetheme>

-

-

4) Here the document that Todd sent to the NRA (along with the proposal
prepared by Harris) that compares our numbers to i360s and outlines the data
we can provide.

-

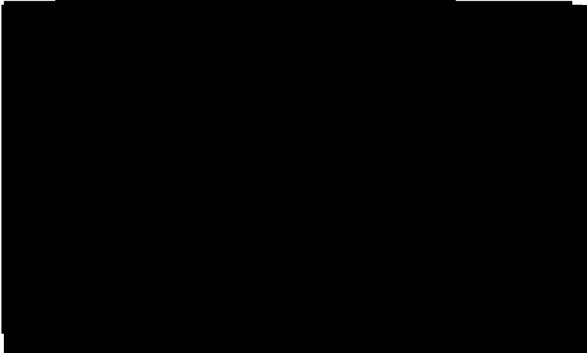
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Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

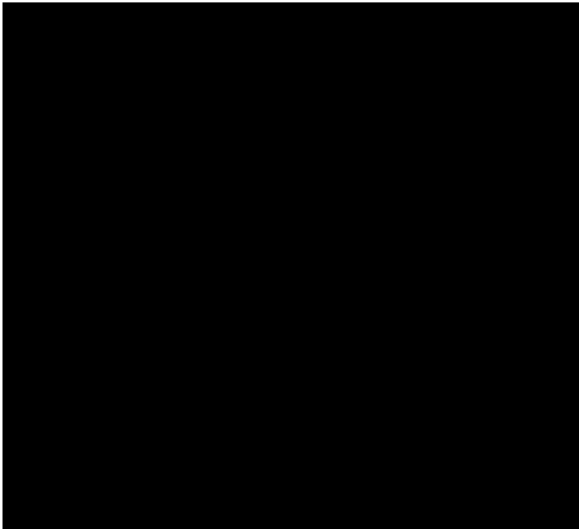


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--

Dr Alex Tayler
Chief Data Officer



www.cambridgeanalytica.org

-

--

Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org

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Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org

--

Dr Alex Tayler
Chief Data Officer

[REDACTED]

[REDACTED]

--

Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org



THE HERALD GROUP: PARTNERSHIP PROPOSAL FOR A NATIONWIDE SURVEY

PARTNERSHIP PROPOSAL: A NATIONWIDE SURVEY

Cambridge Analytica proposes partnering with The Herald Group to conduct a nationwide survey to identify non-registered voters for whom the Second Amendment is a priority issue. The Herald Group and its client can then overlay the CA collected data onto their existing data sets in order to test the integrity of their models.

The survey, likely conducted via automated IVR calls, will present respondents with a series of statements with which they can agree or disagree, in order to gain valuable insight that will then feed into the qualitative element of this research project.

CA also proposes to undertake focus groups of unregistered voters who are strong supporters of the Second Amendment. The purpose of these focus groups is to dig deeper into why these citizens have decided not to register to vote, and determine the most effective communicative levers for turning their support of gun rights into concrete political action. Insight gained from the survey will be used to formulate a series of messaging concepts, which will then be put to participants in the focus groups in order to help determine the most resonant communications for engaging with this particular audience.

In addition to the core deliverables outlined above, CA will provide The Herald Group and its client with a trial version of CA Connect, our data management and voter activation platform. CA Connect will come loaded with a fully modeled voter universe for the state of Iowa. This will allow The Herald Group and its client to identify, visualise, and ultimately connect with its target audience in the state. Second Amendment supporters in Iowa will be clustered according to psychographic personality groups, enabling The Herald Group to segment its target audience in order to formulate campaigns tailored to those groups.

CA will also provide messaging guidance on how these unique audiences can be microtargeted in a way that resonates with their unique psychographic qualities and ultimately motivates them to act.



BEHAVIORAL MICROTARGETING™

The more you know about someone, the more you can understand the best way to engage with them. Increasingly, voters don't easily fit into the traditional images of Republican, Democrat or third party supporters.

Cambridge Analytica's Behavioral Microtargeting™ goes beyond demographics, enabling your campaign to identify potential supporters irrespective of where they live or any demographic traits that may have led political parties to overlook them in the past.

We use vast amounts of data, including consumer, lifestyle, census, and voting history, in order to construct advanced profiles of individual voters.

State of the art theoretical psychology is also used to quantify voter personality and behavior, creating full psychographic profiles for every registered voter in the United States.

Our voter profiles also include detailed insight into a target audience's likelihood to turnout to vote, how persuadable they are, and the issues that are most important to them.

These profiles provide campaigns with a complete portrait of target groups, allowing you to better understand your traditional supporters and also identify and connect with new ones.

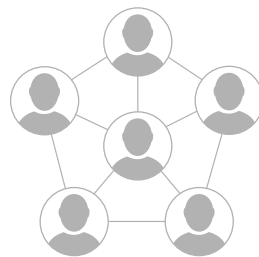
Our political messaging specialists help your campaign craft messages that speak directly to your target voters' unique personalities, helping you to forge a connection with supporters that will produce real electoral results.

Behavioral Microtargeting™ represents the next generation of voter messaging and mobilization.



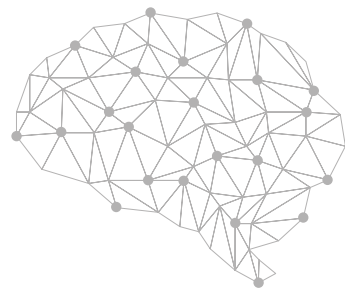
DEMOGRAPHIC POLLING

Static data that shows the general opinions of broad groups



TRADITIONAL MICROTARGETING

Predictive models that segment voters by demographic dimensions



BEHAVIORAL MICROTARGETING™

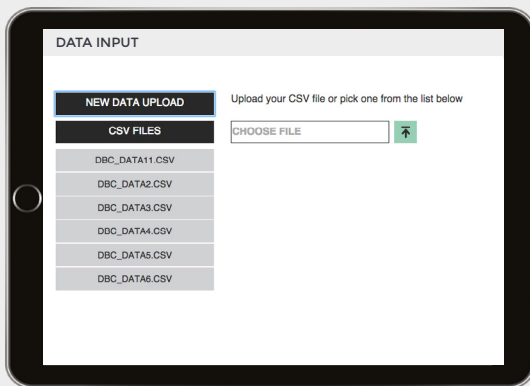
Predictive models that reveal the underlying psychological triggers of behavior

Connect is an advanced data management platform designed to help campaigns get the most from their data. Reponsive and fully interactive data manipulation and visualization tools let campaign managers, marketing officers and data specialists access, review and generate data at the local, state and national level.

Connect's multiplatform functionality and real-time data access ensures that teams always have their fingers on the pulse of their campaigns, wherever they are. Campaign data insights can be further enhanced with access to Cambridge Analytica's unique national data sets and market-leading data models.

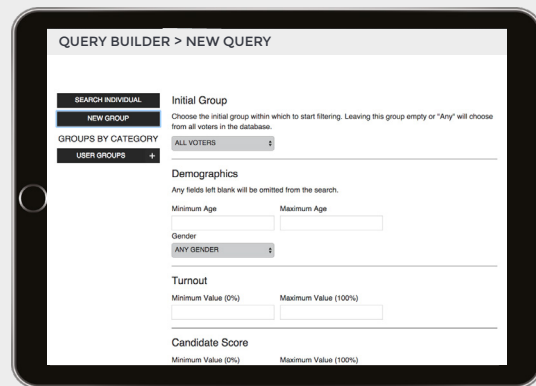
UPLOAD

Access | Add your files | Enhance your data



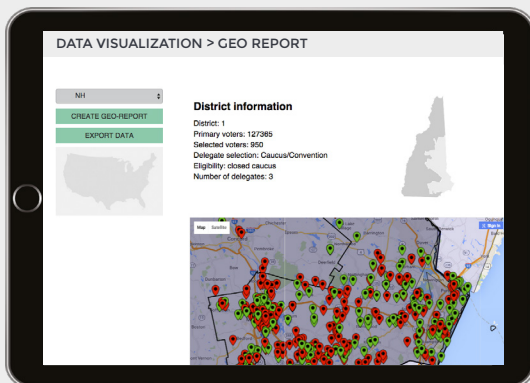
MANIPULATE

Search database | Identify profiles | Segment



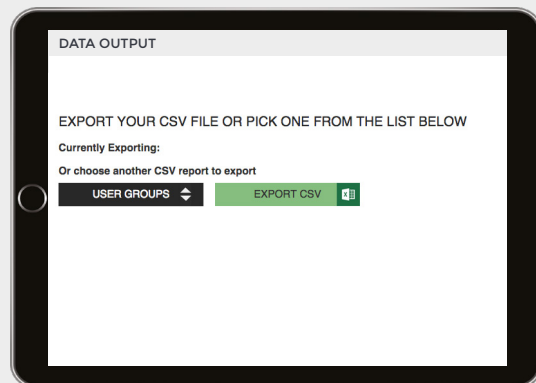
VISUALIZE

Chart your data | View maps | Analyze insights



EXPORT

Download new files | Share enhanced lists



PERSONALITY-TARGETED MESSAGING EXAMPLES: SECOND AMENDMENT THEME

High Neuroticism Type >



The Second Amendment isn't just a right. **It's an insurance policy.**

DEFEND THE RIGHT TO BEAR ARMS **GOP**


High Conscientiousness Type >



From father to son
Since the birth of our nation

DEFEND THE SECOND AMENDMENT **GOP**

High Agreeableness Type >



Not just our right.
Our responsibility.

DEFEND THE SECOND AMENDMENT **GOP**



The
HeraldGroup



CAMBRIDGE
ANALYTICA

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E-mail: info@cambridgeanalytica.org Website: www.cambridgeanalytica.org
Tel : +1 (646) 892 9591

Registered in America at Corporation Service Company, 2711 Centerville Road, Suite 400, City of Wilmington, County of New Castle, Delaware, 19808

We need to update the current statement of work with the price above (35k) and make the proposal out to 'Federal Capital Communications Corporation' instead of the Herald Group. Pere, I think we should talk directly to go over the specifics to make sure we are on the same page.

2. NSSF (National Shooting Sports Foundation) project

NSSF is a trade organization made up of all the gun manufactures selling in the US. Each year, they run a large campaign aimed at 'voter education'. They call it voter education to avoid the corporate proxy tax by directly endorsing any candidates and focusing on issues.

Pat O'Malley, our contact with access to the money, has been running this campaign for them since 2002 and it has been almost entirely direct mail. Pat was leveraging a database of fire arms manufacturing warranty cards (collected by the fire arms companies) to determine his targeting in key states (millions of people, if they bought a gun, and what kind of gun they bought).

Pat has realized that he needs to modernize this process and this campaign. Here is how our involvement would work in broad strokes:

1. We would get data from NSSF, Cabelas, Bass Pro Shops, and online gun retailers (every outdoorsmen or gun customer in 14 targets states - (I can't emphasize how big of a deal this is for us).
2. We would match this data to our database, model it, enhance it with our gun data, and determine groups of persuadable voters who support gun rights and also turn them out to vote.
3. The flight of the campaign would be from April-November
4. We have the opportunity to craft an amazing campaign to present to this group to get them to buy into.
5. We will also be in charge of all of the digital advertising for this campaign.

There are ALOT more details to discuss, but we need to have a meeting on Monday to go through everything as a team to be able to come up with something. From there, I need to sit down with the herald group and Pat O'Malley to collaborate with them on the moving pieces so we can present this with a budget to the client.

I don't want us to get overly excited, but this has the potential to be a 3-5m dollar contract for us. The other upside is we have an opportunity to impress the CEO's of the largest gun companies in the world. This will require closed loop reporting, research, polling, AB/EV chase, etc.

--
Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org

--
Brittany Kaiser, PhD Candidate, MPhil, LL.M, MA Hons
Director of Program Development



Identifying Additional Unregistered Second Amendment Supporters For Targeting by Trigger the Vote

This document is intended to further clarify how the Cambridge Analytica (CA) research project would identify additional targets for TTV beyond the universe identified by i360.

Cambridge Analytica combines bespoke research and one of the US's largest databases (which contains up to 5,000 data points on every individual) to get a comprehensive understanding of who our target audience is, and how to engage with them. They will start with phone-based research within our target audience to gain further insight on motivations and behavioral drivers. Next, they utilize focus groups to dig deeper into why these people are unregistered, and which types of messages get them to take our desired action. Finally, the data obtained from the research is overlaid with their database, which contains geographic, demographic, lifestyle, and proprietary psychographic information to further refine how our target audience responds to different messaging.

Cost: \$35,000-\$45,000 (based on research and data analytics costs)

Q&A:

What is the size of the national population known to CA who are pro-Second Amendment and not registered to vote? How did you determine if someone is not registered to vote, and if they support the Second Amendment?

Our analysis begins by identifying non-registered voters as those people present in the national credit file who are not in the voter file.

Second Amendment supporter numbers are then based on both past and ongoing research; CA has a minimum of 30,000 people completing ongoing issues-based surveys per month, every month. These surveys probe nuances in their interest in gun rights, which makes our models more and more accurate every month. (It also means numbers may fluctuate as more research is done, and/or voter files are updated.)

Target State	i360	Cambridge Analytica	+/-
Colorado	50,316	79,231	57.47%
Florida	162,618	388,407	138.85%
Iowa	66,738	60,593	-9.21%
Indiana	n/a	137,955	n/a
Missouri	156,990	109,739	-30.10%
North Carolina	116,554	156,369	34.16%
New Hampshire	25,912	16,780	-35.24%
Nevada	23,914	32,115	34.29%
Ohio	226,698	335,517	48.00%
Pennsylvania	216,714	372,356	71.82%
Virginia	133,186	137,042	2.90%
Wisconsin	146,659	143,018	-2.48%
TOTALS	1,326,299	1,969,122	48.47%

These supporter numbers are therefore obtained from modelled data, which identifies at least 100 of the most important variables that are predictive as to whether someone supports gun rights. Our files thus understand not only if someone is supportive of the Second Amendment, but also WHY, as our surveys ask the respondent's specific reasoning, such as: the right to bear arms, right to self defense, right to hunt, opposition to "assault weapons" bans, magazine capacity limitations, etc. Our algorithms recognize that being a Second Amendment supporter is not a binary yes/no problem: there are degrees of support, ranging from apathy to staunch support.

How many of those people are targetable through an online advertising program? Do you have cookie information for them, or would we be advertising to online personas?

We can match 30-40% of these individuals to cookies using onboarders like Liveramp. We have 60M email addresses tied to PII (personally identifiable information) nationally which we can also use for cookie matching. Between these two approaches we can match 40-60% of targets.

How do you determine why are they not registered to vote?

We would probe this information in a program of qualitative (focus groups and interviews) and quantitative (surveys) as part of the research phase of the project.

How do you determine what message (or messages) get them to register?

Our messaging teams will generate creative concepts tailored to the data of each target segment. We will then test these creative pieces digitally, to see what is driving clicks and conversations.

From: Matthew F. Hunter [REDACTED]
Subject: Re: Questions on the TTV Proposal
Date: November 19, 2015 at 09:31
To: Todd Van Etten [REDACTED]
Cc: Brittany Kaiser [REDACTED], Pascal Bugnion [REDACTED] Alex Tayler [REDACTED], Alexander Nix [REDACTED]

Thanks for the update. Will touch base next week.

M

On 19 Nov 2015, at 10:25, Todd Van Etten [REDACTED] wrote:

Hi Matt,

No updates here. We've sent the proposal and recommendations to the client, but I think they're still hammering out the funding details. We have weekly calls with them and nothing came up on Monday —I'll be sure to ask for an update on next week's call.

Thanks,
Todd

<319682B6-644F-4011-9460-7CC059B1F4D2[22].png>

Todd Van Etten
Chief Digital Strategist, The Herald Group

From: "Matthew F. Hunter" [REDACTED]
Date: Thursday, November 19, 2015 at 10:19 AM
To: Todd Van Etten [REDACTED]
Cc: Brittany Kaiser [REDACTED], Pascal Bugnion [REDACTED], Alex Tayler [REDACTED], Alexander Nix [REDACTED]
Subject: Re: Questions on the TTV Proposal

Todd:

Following up on this from last week I wanted to check in to see if you needed anything else from us or if you have heard feedback from the NRA. Let me know if we can be helpful.

Matthew

Matthew Hunter

[REDACTED]

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On 13 Nov 2015, at 09:36, Todd Van Etten <[REDACTED]> wrote:

This is great, thanks for all your help. I'm compiling a memo to the client now, and hope to send it off today. I'll let you know if there are any other outstanding questions.

https://docs.google.com/document/d/1-nYPDoGI0EWRE7_FZ9JzHaJaV6DiOkbJLyAXdt_aRP8/edit?usp=sharing

Thanks,
Todd

<319682B6-644F-4011-9460-7CC059B1F4D2.png>

Todd Van Etten
Chief Digital Strategist, The Herald Group

From: Brittany Kaiser [REDACTED]
Date: Wednesday, November 11, 2015 at 5:51 PM
To: Todd Van Etten [REDACTED]
Cc: Pascal Bugnion [REDACTED], Matthew Hunter [REDACTED], Alex Tayler [REDACTED], Alexander Nix [REDACTED]
Subject: Re: Questions on the TTV Proposal

Dear Todd,

I just wanted to chime in here since it is almost 11PM in London and I am still in the NYC office. Pascal or Alex please add anything below once you are back in the office tomorrow:

1. yes, these supporter numbers are based on past research, but also current research, as we have a minimum of 30,000 people completing ongoing issues-based surveys per month, every month, probing nuances in their interest in gun rights, which makes our models more and more accurate every month.
2. These supporter numbers are therefore obtained from accurate modelled data, which identifies at least 100 of the most important variables that are predictive as to whether someone supports gun rights.
3. Unlike i360, we do not only understand if someone is supporting the second amendment, but we know WHY, as our surveys ask the respondent's reasoning to be interested in gun rights, such as: the right to bear arms, right to self defence, right to hunt, against federal government background checks, against assault weapons ban, etc (elaborated in the attached document)

I hope that helps! Alex and/or Pascal can jump in tomorrow with any further details.

Best wishes,

Brittany

From: Matthew Hunter [REDACTED]
Subject: Re: Herald Group (NRA)
Date: January 11, 2016 at 17:59
To: Matthew Oczkowski [REDACTED]
Cc: Brittany Kaiser [REDACTED], Alex Tayler [REDACTED],
 Peregrine Willoughby-Brown [REDACTED], Julian Wheatland [REDACTED], Julian Wheatland
 [REDACTED], Nix Alexander [REDACTED], Sabhita Raju
 [REDACTED], Livia Krisandova [REDACTED]

Everything we have proposed to them has been written or been done by email, the only call where we discussed process and a conceptual SOW was back on Oct 15, we followed up on that call with a proposal (10/19). According to my notes Alex said we would focus on one or two states but we would do the survey nationwide because that was cheaper than focusing on one state. The only communication, other than email, with Todd was Alex T and myself on the call back on Oct. 15. We were given (on 10/19) a list of 12 states that we said we would prioritise based on the strength of the CA data. We immediately followed with a draft proposal on 10/19 and then a final on 10/20. We also provided voter numbers for the 12 states to Todd on the 19th.

Pascal and Alex T provided additional answers to Todd on 11/11 but that email chain does not indicate a change in the proposal, it just clarifies methodology and the numbers of 18-34 yo's who are pro second amendment and not registered to vote.

Matt let's huddle in the AM so talk through what Todd has told you that leads you to believe that he sees this as a 12 state project. And to echo Brittany's point the proposal he sent to you only mentions Iowa - that is the 10/20 proposal I sent to him.

M

On 11 Jan 2016, at 16:15, Matthew Oczkowski [REDACTED] > wrote:

I realized one of the docs I attached was incorrect. Please see below.

I'm getting caught up to speed on all of this now, so I'm not sure what expectations were set on this prior to my involvement.

On 11 January 2016 at 16:11, Brittany Kaiser [REDACTED] wrote:

Just to point out - the proposal you have attached, written by Harris, outlines only the state of Iowa.

Is there anything else that could have been discussed that would have him think otherwise? We did an initial count of numbers in each of the 13 states to show we had more people on our file than i360 did, but since then there was only the single state proposal.

On 11 January 2016 at 13:02, Matthew Oczkowski [REDACTED] > wrote:

Todd is under the impression that this is going to cover the 13 battleground states they identified. Attached are some documents he sent me that he said were agreed upon.

Let's discuss prior to this call.

On 11 January 2016 at 10:52, Matthew Hunter [REDACTED] wrote:

Todd is sending the invite, you should have shortly. Thanks.

On 11 Jan 2016, at 10:50, Alex Tayler <[REDACTED]> wrote:

1. Yes, could you please invite Pere and me to the call?
2. Thanks for the proposal; as long as we clarify that this pilot is only for Iowa we should be good to go
3. Agreed
4. As long as it is only for one state that should be fine

On 11 January 2016 at 15:10, Matthew Hunter <[REDACTED]> wrote:

1) There is call with the client tomorrow 1/12/16 at 4pm EST. Todd was going to send around a call number, I will get from him this asap and send an invite. Alex when you and I discussed this call on Friday you mentioned that you wanted to include Pere and yourself. Has that changed?

2) As to expectations and what was sold please review the proposal that I am attaching below. Matt I will come to your office and we can discuss any further conversations that you or I have had with Todd to make sure we are on the same page.

3) The plan on the call is to discuss timing and expectations. Pricing should be part of that conversation but the budget that was discussed was between 35-45.

4) Highlights include:

- a) Nationwide automated survey to id non registered voters interested in the 2nd amendment.
- b) focus group of unregistered voters
- c) message testing
- d) access to a trial version of CA connect for iowa
- e) message guidance around psychographic qualities of thenon-registered

The goal of this pilot/test is to build a long-term relationship with the Herald Group and to be their #1 digital and data provider for their clients, some of these include the NRA, PHARMA, the Blackstone Group.

M

On 11 Jan 2016, at 09:24, Matthew Oczkowski [REDACTED] wrote:

I'm coming into this project after the fact, but the expectations that Todd set with me are the following (what he is looking to get from us):

1. The want to use our program to replace traditional polling, so the more we can mirror a traditional polling report the better. *(I am a bit confused on the execution of this so I'll need to get a download to understand how we will get this done)*
2. They then want to talk timeline and if we need anything from them to get started.
3. Finally we will talk pricing and what ongoing engagement would look like both in scope and numbers.

If someone can shoot me a quick note and brief me on what was sold to them from our perspective I can better set expectations with the client.

On 11 January 2016 at 09:02, Julian Wheatland <[REDACTED]> wrote:

Great

From: Matthew Oczkowski [REDACTED]
Sent: 11 January 2016 14:01
To: Alex Tayler [REDACTED]
Cc: Brittany Kaiser [REDACTED]; Matthew Hunter [REDACTED]
[REDACTED]; Julian Wheatland [REDACTED]
[REDACTED]; Nix Alexander [REDACTED]
[REDACTED]; Sabhita Raju [REDACTED]
[REDACTED]; Livia Krisandova [REDACTED]
[REDACTED]

Subject: Re: Herald Group (NRA)

To this point, Hunter has been leading the charge. I've volunteered to run the account management on this project because of my relationship with Todd.

We have a call tomorrow at 4pm EST to discuss and kick off the project.

On 11 January 2016 at 05:58, Alex Tayler [REDACTED] wrote:

What's going on with this? Weren't we going to have a call with a project manager and the client to clarify expectations and get a statement of work drafted? I might have missed the invite for the call, or it might not have been scheduled yet. Could I get an update?

Thanks

Thanks

Alex

On 6 January 2016 at 17:37, Brittany Kaiser [REDACTED] > wrote:

Excellent Matt, thank you for this.

So it seems that the 35-45K is for the survey, and then data for the State of Iowa loaded into Connect, along with messaging guidance for psychographic groups.

If they want us to design the creative, and/or run the digital campaign (not mentioned) then those will be additional costs.

Is this correct?

Thanks!

On 6 January 2016 at 09:28, Matthew Hunter [REDACTED] > wrote:

Sorry about the confusion regarding the herald group (NRA) - I just could not remember the chain of events going back to October. I have put together the email chain (sans Pascal's responses to their questions) that got us to this point. There are 4 parts to this email. Let me know who to work with in London to get this back on track.

1) The email I sent Alex outlining the budget that THG proposed for the project:

Begin forwarded message:

From: "Matthew F. Hunter" [REDACTED]

Subject: Noon Call

Date: 15 October 2015 at 11:09:23 GMT-4

To: Alex Tayler [REDACTED]

Alex:

One other thing before we talk on the call. He was guesstimating on the call that the survey run around 40K and that if there was a monthly fee for data it would be about 10K. These were his numbers, you should have an internal on cost after the call but wanted to give what he said.

M

2) Here is a copy of the proposal I sent to THG, it came from Harris MacLoud:

Begin forwarded message:

From: Alexander Nix [REDACTED]

Subject: Fwd: herald group proposal

Date: 19 October 2015 at 13:34:15 GMT-4

To: Matthew Hunter <[REDACTED]>

Alexander Nix

Director

[REDACTED]
[REDACTED]
[REDACTED]

[SCL Group](#)

[REDACTED]
[REDACTED] [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[scl commercial](#)

[scl defence](#)

[scl elections](#)

[scl social](#)

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Begin forwarded message:

From: Harris MacLeod [REDACTED]

Subject: herald group proposal

Date: 19 October 2015 13:00:26 GMT-4

To: Alexander Nix [REDACTED] Alex Tayler
[REDACTED]

Hello,

Just wanted to let you know The Herald Group proposal is all but completed (draft attached). We're just not entirely happy with the creative examples, so I'd like to have another go at that bit and then get it to you tomorrow if that's alright.

Best,

H

3) Here is the clarification email I sent to Todd:

Begin forwarded message:

From: "Matthew F. Hunter" [REDACTED]

Subject: Re: NRA

Date: 20 October 2015 at 12:45:08 GMT-4

To: Todd Van Etten <[REDACTED]>

Cc: Brittany Kaiser [REDACTED]

Dear Todd,

Just a few changes to make it shorter and easier to understand:

Cambridge Analytica combines bespoke research and one of the US's largest databases (which contains up to 5,000 data points on every individual) to get a comprehensive understanding of who our target audience is, and how to engage with them.

They will start with phone-based research within our target audience to gain further insight on motivations and behavioural drivers. Next, they utilize focus groups to dig deeper into why these people are unregistered, and which types of messages get them to take our desired action.

Finally, the data obtained from the research is overlaid with their database, which contains geographic, demographic, lifestyle, and proprietary psychographic information to further refine how our target audience responds to different messaging.

Cost: \$35,000-\$45,000 (based on research and data analytics costs)

On 20 Oct 2015, at 12:37, Todd Van Etten [REDACTED] wrote:

Thanks Matt.

I obviously had to simplify the messaging greatly, but here's what I came up with. Let me know if there are any serious changes:

Cambridge Analytica combines traditional polling and outreach with

"big data" to get a much richer picture of just who our target is, and how to interact with them. They will start with a phone poll comprised of a series of yes or no questions to identify our ideal targets. Next, they utilize focus groups to dig deeper into why these people are unregistered, and which types of messages get them to take our desired action. Finally, they overlay this data with a large amount of geographic, demographic, and psychographic information which they have collected to further refine how our target audience responds to different messaging.

.
Cost: \$35,000-\$45,000 (based on 3rd party data sources)

Todd Van Etten
Chief Digital Strategist, The
Herald Group

[REDACTED]
[REDACTED]
[REDACTED]

On 10/20/15, 9:13 AM, "Matthew F. Hunter"

[REDACTED] > wrote:

Todd:

Here is a cleaned up version of the document I sent yesterday.

Matthew

<default.vnd.ms-officetheme>

4) Here the document that Todd sent to the NRA (along with the proposal prepared by Harris) that compares our numbers to i360s and outlines the data we can provide.

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

CA Cambridge Analytica

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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--

Dr Alex Tayler
Chief Data Officer

[REDACTED]
[REDACTED]

CA Cambridge Analytica

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

--

Matt Orzkowski

Matt Oczkowski

Head of Product

Cambridge Analytica

www.cambridgeanalytica.org

--

Matt Oczkowski

Head of Product

Cambridge Analytica

www.cambridgeanalytica.org

--

Dr Alex Tayler

Chief Data Officer

[REDACTED]
[REDACTED]
CA Cambridge Analytica
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

--

Matt Oczkowski

Head of Product

Cambridge Analytica

www.cambridgeanalytica.org

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

CA Cambridge Analytica

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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--

Matt Oczkowski
Head of Product
Cambridge Analytica

www.cambridgeanalytica.org

<Cambridge Analytica clarification 3 (1).docx>

From: Matthew Oczkowski [REDACTED]
Subject: Re: When are you in DC next?
Date: January 14, 2016 at 13:13
To: Brittany Kaiser [REDACTED]

MO

Awesome - also to loop back on the first meeting. We are going to do a 'happy hour' meeting at the herald group office at 4pm on the 27th. Ill send you an invite.

We need to prep for it, but it will be more of a conversation and casual.

On 14 January 2016 at 14:06, Brittany Kaiser [REDACTED] wrote:

Yes, just awaiting Becki's confirmation of time. I will write to her in response, copying you, so you are looped into the conversation.

On 14 January 2016 at 14:05, Matthew Oczkowski [REDACTED] wrote:

Can you shoot me a calendar invite for the meeting?

On 14 January 2016 at 14:04, Brittany Kaiser [REDACTED] wrote:

Exactly - I agree completely. Let's go impress them and see how we can support Becki. She really wants to work with us on this one.

On 14 January 2016 at 14:03, Matthew Oczkowski [REDACTED] wrote:

Sounds good. We would rather be with McCain anyway. I wouldn't want to upset his people.

On 14 January 2016 at 13:45, Brittany Kaiser [REDACTED] wrote:

Great, it would be good for you to be there because I heard his guys are really tough - so to have your support and technical campaign operations knowledge would be key since Alex Tayler is back in the UK that week.

As for the race itself, we are not yet contracted with Kelli (and she probably can't afford us). Steve Bannon asked us to help Kelli Ward because he likes her (Tea Party), so we have pitched her and sent in a proposal. They have not had very much luck fundraising (500K with 300K in the bank) so they said our proposal was too expensive.

As a courtesy, Al and I went to see her in AZ on Tuesday and we are asking if they have the numbers to afford us. If not, then we cant go any lower than already proposed.

Sen McCain's campaign is partially being run by Campaign Solutions, so Becki is introducing us for a presentation to his two key decision makers in DC on the 29th. Either way, we'd rather work with Becki than against her, and McCain's budget is obviously significant.

Hope that helps!

On 14 January 2016 at 13:23, Matthew Oczkowski [REDACTED] wrote:

That may be a good idea for me to go, but why are we pitching McCain if we are working for his primary opponent?

On 14 January 2016 at 12:25, Brittany Kaiser [REDACTED] wrote:

Perfect, I will be there.

I have an 11-12AM at the Discovery Channel, and a 2-3PM with National Geographic, so I'm free any other time.

I am also in DC all day the 28th and 29th. We have a McCain campaign meeting with Becki Doatelli and CS on the 29th. Perhaps you want to join?

Best,

B

On 14 January 2016 at 12:05, Matthew Oczkowski [REDACTED] wrote:

Will you be here on the 27th? Todd from The Herald Group would like us to go a presentation to the partners at his firm and a rep from the NRA - similar to what you've already shown to him.

Just you and I will go over.

On 12 January 2016 at 19:16, Brittany Kaiser [REDACTED] wrote:

Hey Matt,

Hoping to be in DC Wednesday 20th at the latest.

Anything I can do to help before then? I'm looking at spending the first two weeks of February in DC as well.

Best,

R

Sent from my iPhone

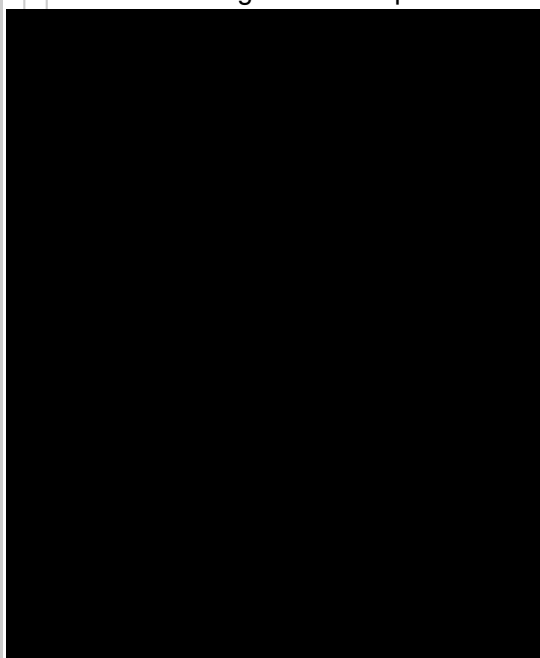
On Jan 12, 2016, at 3:16 PM, Matthew Oczkowski [REDACTED] wrote:

--
Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org

--
Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



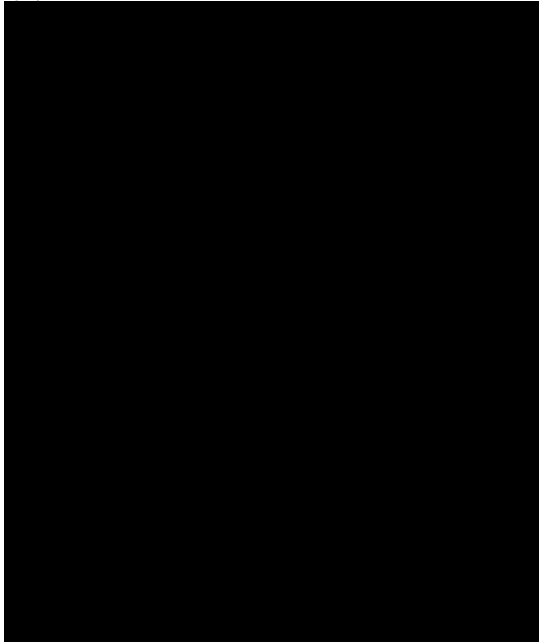
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--
Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



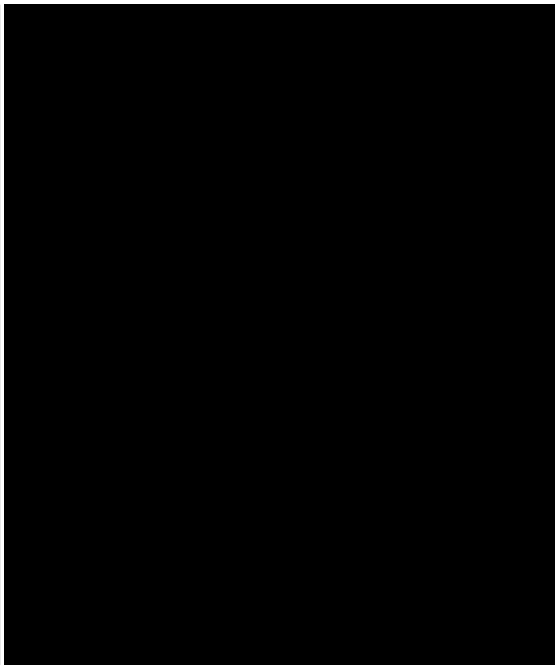
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--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



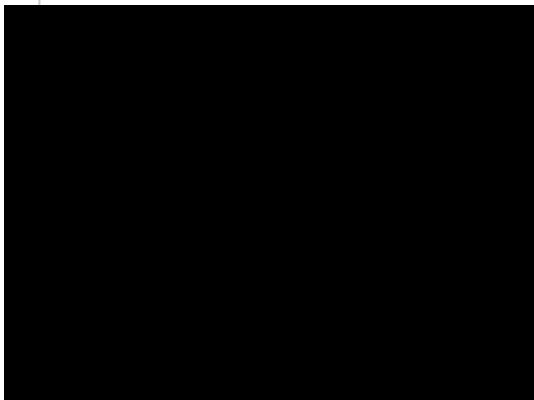
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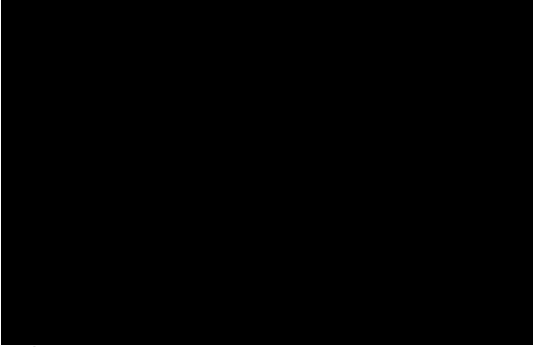
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--
Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development





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--

Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org

From: Peregrine Willoughby-Brown
Sent: Tue, 10 May 2016 19:34:17 +0000
To: Robert Murtfeld
Cc: Robert Murtfeld;Brittany Kaiser;Alexandra Wicksell;Livia Krisandova
Subject: Re: Proposal for American Foreign Service Association

Thanks Robert - I know who Ackerman McQueen are

Peregrine Willoughby-Brown
Head of Client Projects



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On 10 May 2016 at 20:22, Robert Murtfeld  wrote:

Trade them as one of our clients so that we get an AM client in return. Ackerman McQueen is an ad agency, which produces communication platforms in which brands become their own journalists. AFSA are a potential fit for this. In any case this is for Alexander Nix to decide. Livia will sort this with him. Thanks all.

Sent from my BlackBerry


From: Peregrine Willoughby-Brown
Sent: Tuesday, May 10, 2016 3:18 PM
To: Robert Murtfeld
Cc: Brittany Kaiser; Alexandra Wicksell; Livia Krisandova
Subject: Re: Proposal for American Foreign Service Association

I'm working on this proposal now.

Robert - what do you mean by "sell the AFSA further on Friday to Ackermann McQueen"?

Peregrine Willoughby-Brown
Head of Client Projects



[SCL Group](#)
[scl commercial](#)
[scl defence](#)
[scl elections](#)
[scl social](#)

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On 10 May 2016 at 20:17, Robert Murtfeld  wrote:
Thank you, Brittany.

All - note also that I may sell the AFSA further on Friday to Ackermann McQueen. Livia is in copy.

This is all depends if our principle contact (Barbara Stephenson manages to move large chunks of money from one budget to the other).

Let's please coordinate closely. Thank you.

R

On 10 May 2016 at 15:07, Brittany Kaiser  **wrote:**

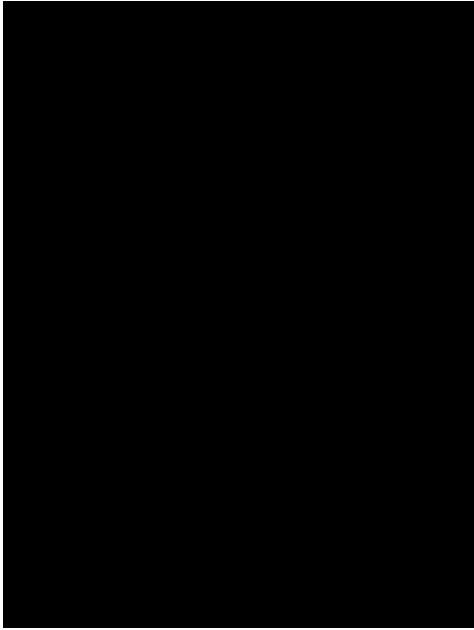
Hey guys, can we have an update? Alexandra said the document was done but being edited/approved.

I'd like to send this over today, but likely Robert and I will need to add some things to give it more context, so the more time the better.

Let us know and thanks

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



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Subject: Re: Human Behav

From: Matthew F. Hunter [REDACTED]

Date: Mon, 21 Sep

To: Brittany Kaiser [REDACTED]

Cc: Alexander [REDACTED]

AB Tayler <[REDACTED]>

We exchanged emails but have not found a time that works to meet, our last communication was Friday. I can try to set it up for the week of the 5th. He is currently the Digital Director at the Herald Group.

Matthew

On 21 Sep 2015, at 15:55, Brittany Kaiser [REDACTED] > wrote:

Hey Matt,

Just checking in quickly to see if you recently had that lunch with Todd Van Etten, the co-founder of Human Behaviour, with Matt Ozkowski (the chief digital officer of the Walker Campaign).

Just curious if you did, and what came of it? I was thinking of getting in touch with him this week to have a chat in DC the week of Oct 5th.

Best,

B

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

[REDACTED]

CA Cambridge Analytica

[REDACTED]

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Subject: Re: NRA Fwd: States
From: Matthew F. Hunter [REDACTED] >
Date: Mon, 19 Oct 2015 16:14:01 +0000
To: Brittany Kaiser [REDACTED]
Cc: Alexander Nix [REDACTED],
Tayler Alex [REDACTED],
Pascal Bugnion [REDACTED]
Jordan Kleiner [REDACTED] >

We also need a slide and a couple paragraphs on methodology.

M

On 19 Oct 2015, at 12:05, Brittany Kaiser [REDACTED] wrote:

Hi guys,

Do we have gun rights counts (and related sub issues) for these states to send to Todd Van Etten before his NRA call?

Thanks!

Sent from my iPhone

On 19 Oct 2015, at 16:53, Matthew F. Hunter [REDACTED] > wrote:

NRA target States below.

Begin forwarded message:

From: John Goodwin [REDACTED]

Subject: RE: States

Date: 19 October 2015 11:48:57 GMT-4

To: "Matthew F. Hunter" [REDACTED]

Sorry about that

Colorado
Florida
Iowa
Indiana
Missouri
North Carolina
New Hampshire

Nevada
Ohio
Pennsylvania
Virginia
Wisconsin

-----Original Message-----

From: Matthew F. Hunter [REDACTED]
Sent: Friday, October 16, 2015 11:55 AM
To: John Goodwin
Subject: States

Goody:

Following-up on our call, can you send me those states you mentioned.

Hunter

Subject: Re: Questions on

From: Matthew F. Hunter

Date: Thu, 19 Nov 2

To: Todd Van Etten

Cc: Brittany Kaiser

Pascal Bugn

Alex Tayler

Alexander N

Todd:

Following up on this from last week I wanted to check in to see if you needed anything else from us or if you have heard feedback from the NRA. Let me know if we can be helpful.

Matthew

Matthew Hunter

CA Cambridge Analytica

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On 13 Nov 2015, at 09:36, Todd Van Etten [REDACTED] wrote:

This is great, thanks for all your help. I'm compiling a memo to the client now, and hope to send it off today. I'll let you know if there are any other outstanding questions.

https://docs.google.com/document/d/1-nYPDoGI0EWRE7_FZ9JzHaJaV6DiOkbJLyAXdt_aRP8/edit?usp=sharing

Thanks,
Todd

<319682B6-644F-4011-9460-7CC059B1F4D2.png>
Todd Van Etten

From: Brittany Kaiser [REDACTED]
Date: Wednesday, Nov 11, 2015
To: Todd Van Etten [REDACTED]

Subject: Re: Qu [REDACTED]

Dear Todd,

I just wanted to chime in here since it is almost 11PM in London and I am still in the NYC office. Pascal or Alex please add anything below once you are back in the office tomorrow:

Yes, these supporter numbers are based on past research, but also current research, as we have a minimum of 30,000 people completing ongoing issues-based surveys per month, every month, probing nuances in their interest in gun rights, which makes our models more and more accurate every month.

These supporter numbers are therefore obtained from accurate modelled data, which identifies at least 100 of the most important variables that are predictive as to whether someone supports gun rights.

Unlike i360, we do not only understand if someone is supporting the second amendment, but we know WHY, as our surveys ask the respondent's reasoning to be interested in gun rights, such as: the right to bear arms, right to self defence, right to hunt, against federal government background checks, against assault weapons ban, etc (elaborated in the attached document)

I hope that helps! Alex and/or Pascal can jump in tomorrow with any further details.

Best wishes,

Brittany

Subject: Re: Herald Group (

From: Matthew Oczkowski

Date: Mon, 11 Jan

To: Alex Tayler

Cc: Brittany Kais

Matthew Hunter

Julian Wheatlan

Nix Alexandre

Sabhita Raju

Livia Krisando

To this point, Hunter has been leading the charge. I've volunteered to run the account management on this project because of my relationship with Todd.

We have a call tomorrow at 4pm EST to discuss and kick off the project.

On 11 January 2016 at 05:58, Alex Tayler wrote:
What's going on with this? Weren't we going to and the client to clarify expectations and get a statement of work drafted? I might have missed the invite for the call, or it might not have been scheduled yet. Could I get an update?

Thanks

Alex

On 6 January 2016 at 17:37, Brittany wrote:
Excellent Matt, thank you for this.

So it seems that the 35–45K is for the survey, and then data for the State of Iowa loaded into Connect, along with messaging guidance for psychographic groups.

If they want us to design the creative, and/or run the digital campaign (not mentioned) then those will be additional costs.

Is this correct?

Thanks!

On 6 January 2016 at 09:28, Matthew Hunter wrote:

Sorry about the confusion regarding the herald group (NRA) – I just could not remember the chain of events going back to October. I have put together the email chain (sans Pascal's responses to

their questions) that got us to this point. There are 4 parts to this email. Let me know who to work with in London to get this back on track.

1) The email I sent Alex outlining the budget that THG proposed for the project:

Begin forwarded message:

From: "Matthew F. Hunter" [REDACTED]

Subject: Noon Call

Date: 15 October 2015 at 11:09:23 GMT-4

To: Alex Tayler [REDACTED]

Alex:

One other thing before we talk on the call. He was guesstimating on the call that the survey run around 40K and that if there was a monthly fee for data it would be about 10K. These were his numbers, you should have an internal on cost after the call but wanted to give what he said.

M

2) Here is a copy of the proposal I sent to THG, it came from Harris MacLoud:

Begin forwarded message:

From: Alexander Nix [REDACTED]

Subject: Fwd: herald group proposal

Date: 19 October 2015 at 13:34:15 GMT-4

To: Matthew Hunter [REDACTED]

Alexander Nix
Director

[REDACTED]

SCL Group



scl commercial

scl defence

scl elections

scl social

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Begin forwarded message:

From: Harris MacLeod [REDACTED]

Subject: herald group proposal

Date: 19 October 2015 13:00:26 GMT-4

To: Alexander Nix [REDACTED], Alex Tayler [REDACTED]

Hello,

Just wanted to let you know The Herald Group proposal is all but completed (draft attached). We're just not entirely happy with the creative examples, so I'd like to have another go at that bit and then get it to you tomorrow if that's alright.

Best,

H

3) Here is the clarification email I sent to Todd:

Begin forwarded message:

From: "Matthew F. Hunter" [REDACTED]

Subject: Re: NRA

Date: 20 October 2015 at 12:45:08 GMT-4

To: Todd Van Etten [REDACTED]

Cc: Brittany Kaiser [REDACTED]

Dear Todd,

Just a few changes to make it shorter and easier to understand:

Cambridge Analytica combines bespoke research and one of the US's largest databases (which contains up to 5,000 data points on every individual) to get a comprehensive understanding of who our target audience is, and how to engage with them.

They will start with phone-based research within our target audience to gain further insight on motivations and behavioural drivers. Next, they utilize focus groups to dig deeper into why these people are unregistered, and which types of messages get them to take our desired action.

Finally, the data obtained from the research is overlaid with their database, which contains geographic, demographic, lifestyle, and proprietary psychographic information to further refine how our target audience responds to different messaging.

Cost: \$35,000–\$45,000 (based on research and data analytics costs)

On 20 Oct 2015, at 12:37, Todd Van Etten [REDACTED] > wrote:

Thanks Matt.

I obviously had to simplify the messaging greatly, but here's what I came up with. Let me know if there are any serious changes:

Cambridge Analytica combines traditional polling and outreach with "big data" to get a much richer picture of just who our target is, and how to interact with them. They will start with a phone poll comprised of a series of yes or no questions to identify our ideal targets. Next, they utilize focus groups to dig deeper into why these people are unregistered, and which types of messages get them to take our desired action. Finally, they overlay this data with a large amount of geographic, demographic, and psychographic information which they have collected to further refine how our target audience responds to different messaging.

Cost: \$35,000–\$45,000 (based on 3rd party data sources)

Todd Van Etten
Chief Digital Strategist, The

[REDACTED]

On 10/20/15, 9:13 AM, "Matthew F. Hunter" [REDACTED] wrote:

Todd:

Here is a cleaned up version of the document I sent yesterday.

Matthew

<default.vnd.ms-office>

4) Here the document that Todd sent to the NRA (along with the proposal prepared by Harris) that compares our numbers to i360s and outlines the data we can provide.

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

[REDACTED]

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--

Dr Alex Tayler
Chief Data Officer

[REDACTED]

CA Cambridge Analytica

[REDACTED]

www.cambridgeanalytica.org

--

Matt OczkowskiHead of Product
Cambridge Analytica
www.cambridgeanalytica.org

Re: Herald Group (NRA)

From: Alex Tayler [REDACTED]
To: Matthew Oczkowski [REDACTED]
Cc: Matthew Hunter [REDACTED], Alexander Nix [REDACTED], Livia Krisandova [REDACTED], Brittany Kaiser [REDACTED], Julian Wheatland [REDACTED], Pere W. Brown [REDACTED], Julian Wheatland [REDACTED], Sabhita Raju [REDACTED]
Date: Mon, 11 Jan 2016 21:11:12 +0000

This is what worried me. The proposal you attached only specified Iowa, but something has gone wrong with client expectations somewhere along the chain. There's no way we can deliver this program across 13 states at a profit. That wouldn't even cover the research component, let alone the time to do the work and the value of the data they are expecting.

Can we discuss during the operations meeting at 10am est tomorrow? I'll extend the calendar invite

Alex

On 11 Jan 2016 21:02, "Matthew Oczkowski" [REDACTED] wrote:

Todd is under the impression that this is going to cover the 13 battleground states they identified. Attached are some documents he sent me that he said were agreed upon.

Let's discuss prior to this call.

On 11 January 2016 at 10:52, Matthew Hunter [REDACTED] wrote:

Todd is sending the invite, you should have shortly. Thanks.

On 11 Jan 2016, at 10:50, Alex Tayler [REDACTED] > wrote:

1. Yes, could you please invite Pere and me to the call?
2. Thanks for the proposal; as long as we clarify that this pilot is only for Iowa we should be good to go
3. Agreed
4. As long as it is only for one state that should be fine

On 11 January 2016 at 15:10, Matthew Hunter [REDACTED] wrote:

1) There is call with the client tomorrow 1/12/16 at 4pm EST. Todd was going to send around a call number, I will get from him this asap and send an invite. Alex when you and I discussed this call on Friday you mentioned that you wanted to include Pere and yourself. Has that changed?

2) As to expectations and what was sold please review the proposal that I am attaching below. Matt I will come to your office and we can discuss any further conversations that you or I have had with Todd to make sure we are on the same page.

3) The plan on the call is to discuss timing and expectations. Pricing should be part of that conversation but the budget that was discussed was between 35-45.

4) Highlights include:

- a) Nationwide automated survey to id non registered voters interested in the 2nd amendment.
- b) focus group of unregistered voters
- c) message testing
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Great

-

From: Matthew Oczkowski [REDACTED]
Sent: 11 January 2016 14:01
To: Alex Tayler [REDACTED]
Cc: Brittany Kaiser [REDACTED]; Matthew Hunter [REDACTED]
[REDACTED]; Julian Wheatland [REDACTED]
[REDACTED]; Nix Alexander [REDACTED]
[REDACTED]; Sabhita Raju [REDACTED]
[REDACTED]; Livia Krisandova [REDACTED]
Subject: Re: Herald Group (NRA)

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To: Alex Tayler [REDACTED]

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Subject: Fwd: herald group proposal

Date: 19 October 2015 at 13:34:15 GMT-4

To: Matthew Hunter [REDACTED]

-

-

Alexander Nix

Director

[REDACTED]

SCL Group

[REDACTED]

-

scl commercial

scl _____

scl _____

scl social

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-

-

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-

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Subject: **Re: NRA**

Date: 20 October 2015 at 12:45:08 GMT-4

To: Todd Van Etten [REDACTED]

Cc: Brittany Kaiser [REDACTED]

-

Dear Todd,

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Cambridge Analytica combines bespoke research and one of the US's largest databases (which contains up to 5,000 data points on every individual) to get a comprehensive understanding of who our target audience is, and how to engage with them.

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Cost: \$35,000-\$45,000 (based on research and data analytics costs)

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Chief Digital Strategist, The
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-

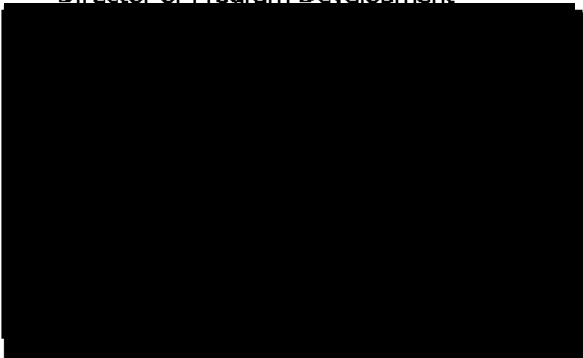
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Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
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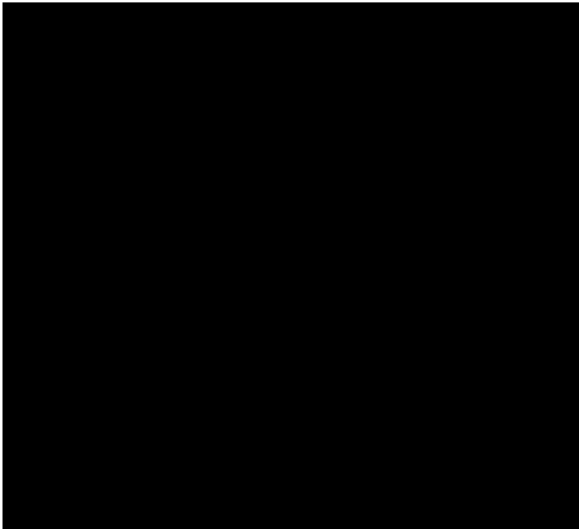


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--

Dr Alex Tayler
Chief Data Officer



www.cambridgeanalytica.org

-

--

Matt Oczkowski
Head of Product
Cambridge Analytica
www.cambridgeanalytica.org

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[REDACTED]

[REDACTED]

--

Matt Oczkowski
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Re: Herald Group (NRA)

From: Alex Tayler [REDACTED]
To: Matthew Oczkowski [REDACTED]
Cc: Matthew Hunter [REDACTED], Alexander Nix [REDACTED], Livia Krisandova [REDACTED], Brittany Kaiser [REDACTED], Julian Wheatland [REDACTED], Pere W. Brown [REDACTED], Julian Wheatland [REDACTED], Sabhita Raju [REDACTED]
Date: Mon, 11 Jan 2016 21:11:12 +0000

This is what worried me. The proposal you attached only specified Iowa, but something has gone wrong with client expectations somewhere along the chain. There's no way we can deliver this program across 13 states at a profit. That wouldn't even cover the research component, let alone the time to do the work and the value of the data they are expecting.

Can we discuss during the operations meeting at 10am est tomorrow? I'll extend the calendar invite

Alex

On 11 Jan 2016 21:02, "Matthew Oczkowski" [REDACTED] wrote:

Todd is under the impression that this is going to cover the 13 battleground states they identified. Attached are some documents he sent me that he said were agreed upon.

Let's discuss prior to this call.

On 11 January 2016 at 10:52, Matthew Hunter [REDACTED] wrote:

Todd is sending the invite, you should have shortly. Thanks.

On 11 Jan 2016, at 10:50, Alex Tayler [REDACTED] > wrote:

1. Yes, could you please invite Pere and me to the call?
2. Thanks for the proposal; as long as we clarify that this pilot is only for Iowa we should be good to go
3. Agreed
4. As long as it is only for one state that should be fine

On 11 January 2016 at 15:10, Matthew Hunter [REDACTED] wrote:

1) There is call with the client tomorrow 1/12/16 at 4pm EST. Todd was going to send around a call number, I will get from him this asap and send an invite. Alex when you and I discussed this call on Friday you mentioned that you wanted to include Pere and yourself. Has that changed?

2) As to expectations and what was sold please review the proposal that I am attaching below. Matt I will come to your office and we can discuss any further conversations that you or I have had with Todd to make sure we are on the same page.

3) The plan on the call is to discuss timing and expectations. Pricing should be part of that conversation but the budget that was discussed was between 35-45.

4) Highlights include:

- a) Nationwide automated survey to id non registered voters interested in the 2nd amendment.
- b) focus group of unregistered voters
- c) message testing
- d) access to a trial version of CA connect for iowa
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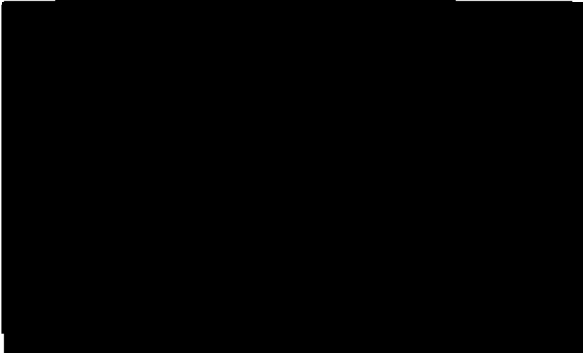
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Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

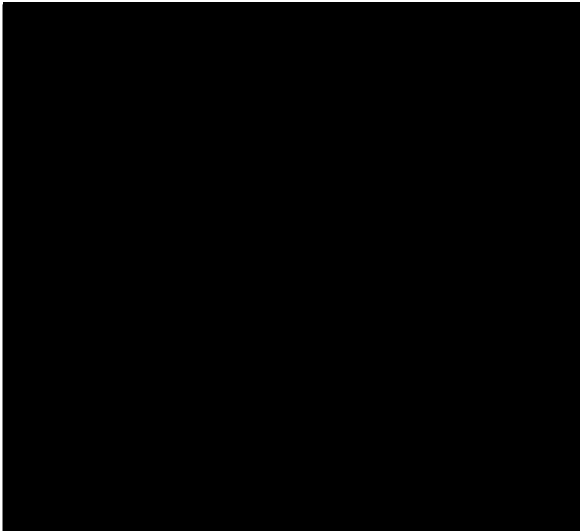


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Chief Data Officer



www.cambridgeanalytica.org

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--

Dr Alex Tayler
Chief Data Officer

[REDACTED]

[REDACTED]

--

Matt Oczkowski
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Cambridge Analytica
www.cambridgeanalytica.org

Subject: Re: Business

From: Alexander Nix [REDACTED]

Date: Mon, 25 Jan 2016

To: Brittany Kaiser [REDACTED]

Im sorry Brittany But this simply is not the case:

Leave.EU TAA – Steve Bannon

Humane Society – Bob Bailie / Alexander Nix

KTP1 – Rebekah Mercer / Alexander Nix

PCI – Matt Hunter

Consensus Communications – Matt Hunter

Herald Group NRA project – Matt Hunter

Alexander Nix

CEO

CA Cambridge Analytica

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On 25 Jan 2016, at 15:21, Brittany Kaiser [REDACTED] > wrote:

Hi Alexander,

Thanks for the straight talk earlier. In the lead up to the sales conference, I want to highlight my value in CA's US marketing strategy and would have preferred to prepare for that chat instead of jump in without any notes.

Upon reflection I'd like to point out paid business that I was integral in pitching, negotiating and/or closing for CA in the past 6 months:

Leave.EU TAA – Signed and completed – £40K / \$64K

Humane Society – \$50K

KTP1 – \$300K +

PCI – \$26K

Consensus Communications – \$60K

Herald Group NRA project – \$45K

In addition to the above, I was integral in pushing for us to explore TV targeting as well as a PR strategy which have both been lucrative so far (and will prove to be for years to come).

With tens of hot leads in the fire I expect this number to grow significantly in the coming months, and with a coordinated sales team strategy this is sure to grow faster than the past two quarters.

All advice always welcomed, and I look forward to the sales conference next Wednesday.

Thanks again,

B

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

[REDACTED]

[REDACTED]

London, UK

[REDACTED]

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Subject: Re: SOW Follow-up

From: Matthew Oczkowski [REDACTED]

Date: Thu, 28 Jan 2

To: Brittany Kaiser [REDACTED]

No word from them yet – let's chat tomorrow

Sent from my iPhone

On Jan 28, 2016, at 5:40 PM, Brittany Kaiser [REDACTED] wrote:

Hey Matt,

Just checking in to see if we can work together tomorrow on the Herald Group follow-up document.

Did you hear anything about what they want, or should we put something together to send regardless?

Oh and Becki no longer needs to see at at 1PM before McCain, I'll forward correspondence on her advice for us just now.

Thanks!

B

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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Subject: RE: Contracts

From: Krystyna Zawal [REDACTED]

Date: Wed, 17 Feb

To: Brittany Kaiser [REDACTED]

Thanks Brittany.

From: Brittany Kaiser [REDACTED]

Sent: 17 February 2016

To: Krystyna Zawal [REDACTED]

Subject: Re: Contracts

Thanks K, Please see below:

Joe Heck – meeting next Wednesday, will confirm with you. If they want to go ahead it will be 50K for the first month

NRCC – Matt O is leading on this now, I will check with him

Paul Singer – Will check in with Livia, Alexander on this one

Herald Group – Turned in SOW on Monday, so hopefully this will be an invoice for 35K this month

Others:

Bob Huff – First month 30K (likely to close next week)

Denise Gitscham – 10K per month (likely to close next week)

x

.

On 17 February 2016 at 12:58, Krystyna Zawal [REDACTED] wrote:

Hi Brittany

Are we likely to invoice anyone this month? I have a bunch of clients in my Feb projections like Joe Heck, NRCC, Paul Singer, The Herald Group. Are any of them likely to happen?

Krystyna

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

www.cambridgeanalytica.org

[REDACTED]

[REDACTED]

[REDACTED]

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Subject: THG/FCCC/NRA

From: Matthew Hunter [REDACTED]

Date: Tue, 23 Feb 2016 16:23:25 +0000

To: Matthew Oczkowski [REDACTED]

Cc: Peregrine Willoughby-Brown [REDACTED]

Brittany Kaiser [REDACTED]

Matt:

Do you know what project manager has been assigned to handle The Herald Group/NRA/FCCC voter project? I know you are overseeing but wanted to see who will be running point.

Also, now that they have given us the green light - should have that person connect with Todd/Patrick as well as move to the invoicing stage? Have Todd or Patrick given us the start date?

Thanks,
Matthew

Subject: Fwd: UPDATE on

From: Matthew F. Hunter

Date: Fri, 02 Oct 20

To: Brittany Kaiser

America Rising address and others below...

Begin forwarded message:

From: "Matthew F. Hunter"

Subject: Re: UPDATE on DC Schedule (7 – 8 October)

Date: 1 October 2015 09:42:09 GMT-4

"Alexandra Wicksell"

Cc: Alexander Nix

I forgot to add, I will be adding Bush's SuperPAC Right to Rise on Thursday afternoon as well.

Matthew

On 1 Oct 2015, at 09:34, Matthew F. Hunter wrote:

I have added Matt Rhodes, CEO of America Rising, to the calendar on October 7 and moved Todd Van Etten from The Herald Group to 9am. I have also moved Sean Spicer from Wednesday to Thursday...the schedule was getting a packed on Wednesday.

I am basing all of this on the open schedule spots that I can see on the calendar. If anything has been added please let me know. We are getting inside the window where it makes it more difficult to move meetings.

I am also planning on adding Matt Schlapp from ACU and a possible Rubio meeting to the schedule.

Current Schedule:

Wednesday 7 October

9:00 AM

[Redacted]

11:00 AM

[Redacted]

3:00 PM

Eileen Braden

s & Federation Relations (Chief Digital Strategist)

[Redacted]

4:15 PM

Matt Rhodes

[Redacted]

Thursday 8 October

10:00 AM

Frank Sadler, Carly Fiorina
TBD

11:00 AM

Mark Stevenson
TBD

1:30 PM

Sean Spicer

NC

[Redacted]

Matthew

Subject: NDA

From: Todd Van Etten [REDACTED]

Date: Wed, 07 Oct 2015 15:08:35 +0000

To: Brittany Kaiser [REDACTED]

Cc: Matthew F. Hunter [REDACTED]

Kasia Mulligan [REDACTED]

Hi Guys,Â

Thanks for the presentation this morning, you have some pretty impressive capabilities. As I mentioned we have an existing client for whom I think your product could be a great fit. I've attached an NDA here--would you mind signing on your end, then we can set up a call to discuss?Â

Thanks,Â

Todd

{herald_logo_email.gif}

Todd Van Etten

Chief Digital Strategist, The Herald Group

[REDACTED]

[REDACTED]

Subject: FW: NDA
From: Todd Van Etten [REDACTED]
Date: Wed, 14 Oct
To: Brittany Kaiser [REDACTED]
Cc: Matthew F. Hunter [REDACTED]

Hi All,
Following up on the email below. Do you have some time this week to discuss?

Thanks,
Todd

> > > > ---

Todd Van Etten

[REDACTED]

From: Todd Van Etten
Date: Wednesday, October 7, 2015 at 11:08 AM
To: Brittany Kaiser
Cc: "Matthew F. Hunter", Kasia Mulligan
Subject: NDA

Hi Guys,

Thanks for the presentation this morning, you have some pretty impressive capabilities. As I mentioned we have an existing client for whom I think your product could be a great fit. I've attached an NDA here--would you mind signing on your end, then we can set up a call to discuss?

Thanks,

Todd

{herald_logo_email.gif}

Todd Van Etten

Chief Digital Strategist, The Herald Group

[Redacted]

[Redacted]

Subject: The Herald Group: Follow-Up

From: Matthew F. Hunter [REDACTED]

Date: Thu, 15 Oct 2015 12:44:45 +0000

To: Alex Tayler [REDACTED]

Brittany Kaiser [REDACTED],

Alexander Nix [REDACTED]

I spoke to Todd Van Etten at The Herald Group. Following-up on the NDA we signed with them last week, they would like to discuss with us a project they are working on for the NRA. They would for us to provide an estimate providing data as well as to conduct a survey of those that are supporters of gun rights but are not registered to vote.

Also, he is interested in a long term relationship with CA where he could have access to our data and could use the dashboard to pull down information as needed. He asked me if we priced access as a monthly subscription.

Alex Tayler - Would it be possible for you to do a call with Todd in the next 24 hours so he can walk through exactly what he needs, he will present the CA proposal to the NRA on Tuesday. How does your schedule look?

Matthew

P.S. - Todd is a former business partner of Matt Ozckowski and they are close friends, Matt stays at Todd's house when he is in DC.

Subject: Re: Brand & P

From: Brittany Kaiser [REDACTED]

Date: Tue, 10 Jan 2

To: Duke Perrucci [REDACTED]

Excellent, I will get it scheduled once I have my next proposal in with Shore Chan and the next call with Southwest.

A likely trip for first or second week of February since the diary is packed before then.

Thanks!

Sent from my iPhone

On Jan 10, 2017, at 9:08 AM, Duke Perrucci [REDACTED] wrote:

Then just go for it.

Ackerman – yes – we go see them probably twice a year.

On Fri, Jan 6, 2017 at 9:41 AM, Brittany Kaiser [REDACTED] wrote:
I thought we often went to see Ackermann McQ

We have potential follow ups with Southwest Airlines and Shore Chan in Dallas and then Cycorp in Austin.

Best,

B

On 6 January 2017 at 06:39, Duke Perrucci [REDACTED] wrote:
I don't know. I don't think we have develop

On Fri, Jan 6, 2017 at 9:17 AM, Brittany Kaiser [REDACTED] > wrote:
Yes, here safely! Had some great meetings yest

Do you know next time we will have a team going to Dallas? I have meeting/presentation requests in Dallas and Austin.

Best,

B

On 6 January 2017 at 06:00, Duke Perrucci <[REDACTED]> wrote:
Thanks B. You arrive OK?

On Thu, Jan 5, 2017 at 11:26 AM, Brittany Kaiser <[REDACTED]> wrote:
Thank you, I totally agree! Some people are confused out of
such a bespoke project usually will be, and it definitely leads to confusion over the value or
efficacy of our work.

This is very helpful, let me know how we are moving forward, as we are very happy to help input into what our clients seems to usually ask for and what the main products should hopefully be, etc.

Best,

B

On 4 January 2017 at 15:41, Duke Perrucci <[REDACTED]> wrote:
Guys – I just handed this to Julian and Alexa

Duke

--

Duke Perrucci
Chief Revenue Officer

[REDACTED]

[REDACTED]

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

[REDACTED]

<https://cambridgeanalytica.org>

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--

Duke Perrucci
Chief Revenue Officer

[REDACTED]

[REDACTED]

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

[REDACTED]

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--

Duke Perrucci
Chief Revenue Officer

[REDACTED]

[REDACTED]

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

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--

Duke Perrucci
Chief Revenue Officer

[REDACTED]

[REDACTED]

Subject: Re:
From: Matthew F. Hunter
Date: Wed, 18 Nov
To: Alexander Nix
Cc: Brittany Kaiser
Livia Krisandova

[REDACTED]

Alexander:

See responses in Red below. I am looking forward to speaking tomorrow.

Matthew

Matthew Hunter

[REDACTED]

CA Cambridge Analytica

[REDACTED]

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On 18 Nov 2015, at 07:50, Alexander Nix [REDACTED] > wrote:

Thanks for this Matt
Please see my comments below:

On 17 Nov 2015, at 21:00, Matthew F. Hunter [REDACTED] wrote:

Hi: Been following up on a couple fronts:

1) RNC – Voter Reg outreach to outside groups – trying to set a meeting with the contacts that they gave us as well as a meeting with the internal media and targeting groups. I should have those for when you and Brittany are back.

Meeting with John Black was 14 days ago – it was left that he was going to revert to us with a decision on whether they wanted to move forward on a success fee basis, and what they were prepared to pay per registered voter. (Have you followed up with John?)

Similarly, Chris Carr was going to put us in touch with Bill Skelly / Engage America, as well as with Joe Pertain (sp) re registration efforts in NV – (have you spoken to either of these two?)

Yes, I did follow-up with Jon. We have emailed, he has been traveling and I have been trying to arrange a follow-up for when you are back in town. Chris did connect me. I have spoken to Joe Cantania and am looking to set-up a call and/pr a in person meeting, we have been going back and forth on dates. I have not spoken to Bill. I left him a message – and a second one today to connect. I will stay on it.

2) Herald Group – Been going back and forth with Todd and his team. Alex Tayler answered some questions we needed clarified last week. Waiting on an answer this week.

I understand that Pascal and data team in London have been in contact with Todd and have answered a series of email questions, following his initial presentation to the NRA.

Todd seemed satisfied with the data / answers that we supplied, but we have not yet received an update on the progress of the pitch. (Please can you confirm) Todd was satisfied and there was an email back and forth as recent as 11/13 (last friday) he was submitting a memo to the NRA and then awaiting a response. I can touch base with him tomorrow to see if he needs anything from us beyond what he needed last week.

3) NRCC – Followed up with Targeted Victory and am working to connect again with Tom Newhouse to get next steps. We need a finance proposal for them – emailed you and Brittany. I can send another reminder if that is helpful.

Please can you clarify what your follow up with Targeted Victory was – when I met Zack 10 days ago, he confirmed that he also thought that the project was ‘dead’

I do not seem to have a copy of the email re 'Fina [REDACTED] because we are migrating our email servers), please can you send again to [REDACTED] Yes, i will forward ASAP.

4) Florida – A ton of follow-up here is ongoing. From the state party to senate campaigns, to other candidates, to the meetings I set-up for Brittany and Robert last week. Happy to go into more details if that is helpful.

Please can you expand on what follow ups you are working on, particularly those that you think have commercial merit

Further, neither Robert nor I are clear why he travelled to Florida instead of you – please can you clarify I was unable to travel those days. I mentioned to Brittany. I had a personal responsibility that day, i am the class fundraising chair for my undergraduate university and needed to be there for meetings and homecoming. This is an annual responsibility of mine. I am not sure why Brittany asked Robert to travel.

5) Optimus – Trying to get a meeting set-up with them in DC. Hoping for the week of the 23rd.

It has been over 5 weeks (and 3 trips to DC for me) since we first discussed Optimus – Please can you help me understand what the problem is in organising this meeting. Would you like me to reach out to them directly? I have emailed both Scott Tranter and Brian Stobie. They were not available on your last trip. I have emailed again asking for next week or the following week when you and Brittany. I will be more aggressive and get it on the books.

6) Rubio campaign – Working with Brittany to coordinate contacts for a HQ meeting – will be after the Optimus meetings.

As discussed, I am very much of the opinion that there is no point even opening a dialogue with the Rubio campaign until we have met with Optimus. If Optimus hear we are approaching the campaign before we have met with them then it might sour our contact...

7) ACU – they are open to a proposal on fundraising and list cleanup. We need mercer involvement here because they sit on the board and are large donors.

We met with Matt on 22 July. I believe that it was left that he would undertake some due diligence and respond to us on the proposal that we discussed with him. We have heard nothing: please can you confirm your discussions with him over the past 4 months.

With regards Mercer involvement – as you rightly said they are already donors to CPAC – if Matt is suggesting that he will only work with Ca if we persuade them to donate more, then I might suggest that this conversation can go both ways...I agree. Matt is open to doing this. I just need to sketch it out in a written document so I can give it to him. I have high confidence that we will get this done.

8) Go Big Media – We provided numbers for them a few weeks back and now are looking to do some polling in NC with them in the coming weeks. Follow-up is in my court.
What is the follow up please?

9) Jamestown – Am on the calendar to meet with Jason Miller in two weeks.
OK

10) Have on my list to meet with Chris Ruddy of News Max in Ft. Lauderdale – have not reached out yet but will coordinate with Brittany travel.
What is the objective of this meeting / what is the commercial opportunity?

Al Han spoke today here is my follow-up:

11) Jason Roe and Denise Gitscham regarding her congressional race to get a meeting on the books for you when you are in CA.
I know Jason Roe (Revolves) – met him in discussion regarding IL-18

How can I help? I think we are good. I am coordinating with Al Han

12) Andy Abboud – Sheldon Adelson's COS regarding the follow-up meeting that he has asked for. I know Andy and have met him several times.

I wrote to him last month, requesting a follow up meeting with Sheldon. But have not received a replay – what is your involvement here please? Al Han asked me to email because I know Andy Abboud i have not emailed yet because I needed clarification from Al (received today) and was planning on this week, but i am happy to stand down. I really have no involvement at this point other then offing to leverage a professional relationship.

If there is anything else you would like me to follow-up on I am available.

Matthew

Please can you liaise with Livia to organise a time for a call with me this week to discuss all the above.

In the meantime, please can you update ALL PROJECTS on Smartsheets – so we can all remain in the loop on a daily/weekly basis Yes, i am on it! All will be done by mid-day tomorrow.

Many thanks
Alexander

Matthew Hunter

[REDACTED]

[REDACTED]

CA Cambridge Analytica

[REDACTED]

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On 17 Nov 2015, at 11:00, Alexander Nix [REDACTED] wrote:

Hey MattHave not heard from you in a while, just wondered what you were working on, and whether you needed any support

A

Alexander Nix
CEO

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

[REDACTED]

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Subject: The Herald Group (NRA) - Good News

From: Matthew Hunter [REDACTED] >

Date: Wed, 06 Jan 2016 16:01:46 +0000

To: Brittany Kaiser [REDACTED],

Julian Wheatland [REDACTED],

Sabhita Raju <[REDACTED]>

Cc: Alex Tayler [REDACTED]

Nix Alexander [REDACTED]

Matthew Oczkowski [REDACTED]

Livia Krisandova [REDACTED]

Jordanna Zetter [REDACTED]

The Herald Group (THG) has given us the green light to move forward on the project for the NRA. They requested that we join them for a call on 1/12/16 at 4PM EST to walk through deliverables and the timeline.

In preparation for that call and the project, we will need to assign a project manager and we need to iron out a scope of work and contract.

Because of Matt O'Connell's relationship with Todd Van Etten at THG, he will be helping with the client management.

The project is officially named "2016 Trigger the Vote."

Please let know who would be best to work with to get the ball rolling on the contract details.

Matthew

Subject: Re: Herald

From: Alex Tayler [REDACTED]

Date: Mon, 11 Jan [REDACTED]

To: Brittany Kaiser [REDACTED]

Cc: Matthew Hunter [REDACTED],

Julian Wheatlan [REDACTED],

Nix Alexandre [REDACTED]

Sabhita Raju [REDACTED]

Livia Krisando [REDACTED]

Matthew Oczkow [REDACTED]

What's going on with this? Weren't we going to have a call with a project manager and the client to clarify expectations and get a statement of work drafted? I might have missed the invite for the call, or it might not have been scheduled yet. Could I get an update?

Thanks

Alex

On 6 January 2016 at 17:37, Brittany Kaiser [REDACTED] wrote:
Excellent Matt, thank you for this.

So it seems that the 35–45K is for the survey, and then data for the State of Iowa loaded into Connect, along with messaging guidance for psychographic groups.

If they want us to design the creative, and/or run the digital campaign (not mentioned) then those will be additional costs.

Is this correct?

Thanks!

On 6 January 2016 at 09:28, Matthew Hunter [REDACTED] wrote:

Sorry about the confusion regarding the herald group (NRA) – I just could not remember the chain of events going back to October. I have put together the email chain (sans Pascal's responses to their questions) that got us to this point. There are 4 parts to this email. Let me know who to work with in London to get this back on track.

1) The email I sent Alex outlining the budget that THG proposed for the project:

Begin forwarded message:

From: "Matthew F. Hunter" [REDACTED]

Subject: Noon Call

Date: 15 October 2015 at 11:09:23 GMT-4

To: Alex Tayler [REDACTED]

Alex:

One other thing before we talk on the call. He was guesstimating on the call that the survey run around 40K and that if there was a monthly fee for data it would be about 10K. These were his numbers, you should have an internal on cost after the call but wanted to give what he said.

M

2) Here is a copy of the proposal I sent to THG, it came from Harris MacLoud:

Begin forwarded message:

From: Alexander Nix [REDACTED]

Subject: Fwd: herald group proposal

Date: 19 October 2015 at 13:34:15 GMT-4


To: Matthew Hunter [REDACTED]

Alexander Nix
Director

[REDACTED]

SCL Group

[REDACTED]



scl commercial

scl defence

scl elections

scl social

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Begin forwarded message:

From: Harris MacLeod 

Subject: herald group proposal

Date: 19 October 2015 13:00:26 GMT-4

To: Alexander Nix , Alex Tayler 

Hello,

Just wanted to let you know The Herald Group proposal is all but completed (draft attached). We're just not entirely happy with the creative examples, so I'd like to have another go at that bit and then get it to you tomorrow if that's alright.

Best,

H

3) Here is the clarification email I sent to Todd:

Begin forwarded message:

From: "Matthew F. Hunter" [REDACTED]

Subject: Re: NRA

Date: 20 October 2015 at 12:45:08 GMT-4

To: Todd Van Etten [REDACTED]

Cc: Brittany Kaiser [REDACTED]

Dear Todd,

Just a few changes to make it shorter and easier to understand:

Cambridge Analytica combines bespoke research and one of the US's largest databases (which contains up to 5,000 data points on every individual) to get a comprehensive understanding of who our target audience is, and how to engage with them.

They will start with phone-based research within our target audience to gain further insight on motivations and behavioural drivers. Next, they utilize focus groups to dig deeper into why these people are unregistered, and which types of messages get them to take our desired action.

Finally, the data obtained from the research is overlaid with their database, which contains geographic, demographic, lifestyle, and proprietary psychographic information to further refine how our target audience responds to different messaging.

Cost: \$35,000–\$45,000 (based on research and data analytics costs)

On 20 Oct 2015, at 12:37, Todd Van Etten [REDACTED] wrote:

Thanks Matt.

I obviously had to simplify the messaging greatly, but here's what I came up with. Let me know if there are any serious changes:

Cambridge Analytica combines traditional polling and outreach with “big data” to get a much richer picture of just who our target is, and how to interact with them. They will start with a phone poll comprised of a series of yes or no questions to identify our ideal targets. Next, they utilize focus groups to dig deeper into why these people are unregistered, and which types of messages get them to take our desired action. Finally, they overlay this data with a large amount of geographic, demographic, and psychographic information which they have collected to further refine how our target audience responds to different messaging.

Cost: \$35,000–\$45,000 (based on 3rd party data sources)

Todd Van Etten
Chief Digital Strategist, The
Herald Group

[REDACTED]

On 10/20/15, 9:13 AM, "Matthew F. Hunter"

[REDACTED] wrote:

Todd:

Here is a cleaned up version of the document I sent yesterday.

Matthew

<default.vnd.ms-office theme>

4) Here the document that Todd sent to the NRA (along with the proposal prepared by Harris) that compares our numbers to i360s and outlines the data we can provide.

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

[Redacted]

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--
Dr Alex Tayler
Chief Data Officer

[Redacted]

CA Cambridge Analytica

[Redacted]

Subject: Contracts and invoices this month

From: Krystyna Zawal [REDACTED]

Date: Wed, 17 Feb 2016 12:58:45 +0000

To: Brittany Kaiser [REDACTED]

Hi Brittany

Â

Are we likely to invoice anyone this month? I have a bunch of clients in my Feb projections like Joe Heck,Â NRCC, Paul Singer, The Herald Group. Are any of them likely to happen?

Â

Krystyna

Â

Â

Ackerman McQueen

Targeting and Engaging American Consumers

CambridgeAnalytica.org

Our methodology has been approved by the US State Department, the UK Ministry of Defence, Sandia and NATO.

Targeting and Engaging American Consumers

Ackerman McQueen works across a range of consumer areas to shape consumer perception through

advertising and communications, and Cambridge Analytica can help to get the right message to the right person.

At Cambridge Analytica, we believe in the importance of understanding individuals and what drives their decision-making.

Our in-house database has up to 5,000 data points on individual Americans, as well as a suite of data models

capable of predicting election turnout, political partisanship, which issues matter to individuals, as well as

their psychological profiles.

Following positive discussions with AM, CA presents this concept note to outline the products and services

we can offer to augment your advertising and communications. Young people's interest in firearms and

healthcare consumer behavior were identified as areas of particular interest, and as such this concept note

focuses on outlining the services CA can offer in relation to these topics.

On Youth and Gun Culture 2.0, CA proposes to design and manage a program of custom research and

data analytics, which will identify the size of the nationwide universe of young people interested in gun

ownership and the 2nd

Amendment. We will also investigate the particular psychological profiles of the

individuals identified, and we will segment the audience according to psychographic criteria or other factors

that may be of interest. For each segment identified by CA's research, we will also provide messaging

guidance and information on the most appropriate channels to use when communicating with them.

In the first instance, CA will provide counts of available targets in states or regions of interest, and specific

names and contact details can be licensed for an additional fee.

For Healthcare Consumer Behaviour, CA proposes to undertake a similar program of work focused on

North Texas and Oklahoma. This healthcare-focused research and analytics project will also leverage our

extensive database of consumer behavior variables, which will be combined with the products of a largescale

survey focusing on 'Healthcare 2.0' and innovative consumer approaches to selecting healthcare products and services. The end product of the project will be a similarly comprehensive package of messaging guidance and research insight, as well as contact lists if desired.

These research and messaging projects will give AM unique insights into current prevailing

attitudes, but will also go further by providing guidance on the specific psychological triggers that drive consumer behavior. If desirable, CA can also provide contact lists on high-value target individuals for marketing purposes. This package of services will provide AM with the edge needed to cut through today's saturated advertising space, and will offer significant advantages to AM as it conducts marketing and communications efforts on behalf of its clients.

Ackerman McQueen: Targeting and Engaging American Customers

2

Gun Culture 2.0: Young Americans and the 2nd

Potential Products and Services:

Cambridge Analytica will provide the following services to help AM to better understand the dynamics of

young people's connections with gun culture and the 2nd

Amendment:

Component 1 – Research

CA's research team will design a quantitative survey that will test attitudes to gun ownership and gun rights

among young people, as well as measuring their psychographic personality types, channel preferences and

other aspects of their lives likely to be useful in crafting communications strategies. A quantitative survey of

this kind usually involves approximately 20,000 respondents, though this number is determined based on

the specific requirements of the project.

This quantitative survey will be complemented by a series of focus groups and qualitative questionnaires,

which will include message testing and will add qualitative messaging insights to the quantitative data

collected during the survey.

CA will provide an initial report outlining the findings of this research study, which will give AM an early

indication of trends amongst young people interested in firearms.

Component 2 – Data Analytics and Segmentation of Target Universe

Following the completion of the research phase, CA's data scientists will extrapolate the survey responses

collected during the research across the entire U.S. target population.

This process assigns scores to every individual in the target universe, in this case the entire millennial

population of the U.S., and assigns individuals to a segment based on their psychological and/or consumer

traits.

The end product of this analysis and segmentation will be a national database of young people interested in

firearms, which can be segmented as required by AM campaigns according to geographic, psychological or

issue-specific factors. The database will contain tags indicating particular segments, as well as mail contact

addresses and other contact information (phone, email) where possible.

Component 3 – Messaging Guidance Development and Provision of Target Contacts

CA's psychologists and messaging specialists will also provide a comprehensive briefing pack on the targets

identified, which will explain their psychological profiles and other insights helpful in crafting messaging.

Salient persuasion techniques and other communications insights will also be outlined, giving AM a

powerful understanding of how to contact and engage their targets.

Amendment

Ackerman McQueen: Targeting and Engaging American Customers

3

Indicative Budget:

Research:

Price is inclusive of quantitative survey (n=20,000), qualitative questionnaires and online focus groups (4). In the event that identifying universe sizes is the only objective rather than identifying specific targets, this price can be significantly reduced.

\$102,000

Data Analytics and Segmentation:

Price includes all time required for the CA data team to analyze and model survey scoring across the target population

\$43,000

Messaging Guidance and Target Contact List Provision

\$8,000

Price is indicative of costs associated with producing a briefing pack, as well as the rates for licensing of contact lists.

Contact Licensing: \$45/thousand records

Ackerman McQueen: Targeting and Engaging American Customers

4

Healthcare 2.0: The Patient as an Informed Consumer

Potential Products and Services:

Cambridge Analytica will provide the following services to help AM to better understand how healthcare

consumers in North Texas and Oklahoma engage with consumer-driven healthcare:

Component 1 – Research

CA's research team will design a quantitative survey which will test attitudes to innovative consumer

healthcare practices, as well as measuring their psychographic personality types, channel preferences and

other aspects of their lives likely to be useful in crafting communications strategies. Considering the

geographic focus of this project, a quantitative survey of approximately 4,000 respondents may be sufficient

to generate data for modeling and analytics purposes.

This quantitative survey will be complemented by a series of focus groups and qualitative questionnaires,

which will include message testing and will add qualitative messaging insights to the quantitative data

collected during the survey.

CA will provide an initial report outlining the findings of this research study, which will give AM an early indication of trends that have emerged from the qualitative and quantitative research in North Texas and Oklahoma.

Component 2 – Data Analytics and Segmentation of Target Universe

Following the completion of the research phase and the analysis therein, CA's data scientists will extrapolate

the survey responses collected during the research across the entire population of the target geographic

areas in order to identify targets for marketing communications.

The end product of this analysis and segmentation would be a database of early-uptake healthcare 2.0

targets, as well as others who might be receptive to messaging that fits with this consumer-driven healthcare paradigm, which can be segmented as required by AM campaigns according to

geographic,

psychological or issue-specific factors. The database will contain tags indicating particular segments, as well

as mail contact addresses and other contact information (phone, email) where possible.

Access to contact lists in this database can be licensed according to a cost per mille basis as required.

Component 3 – Messaging Guidance Development and Provision of Target Contacts

CA's psychologists and messaging specialists will also provide a comprehensive briefing pack on the targets

identified, which will explain their psychological profiles and other insights helpful in crafting messaging.

Salient persuasion techniques and other communications insights will also be outlined, giving AM a

powerful level of understanding regarding how to contact and engage their targets.

Ackerman McQueen: Targeting and Engaging American Customers

5

Indicative Budget:

Research:

Price is inclusive of quantitative survey (n=4,000), qualitative questionnaires and online focus groups (2).

\$34,000

Data Analytics and Segmentation:

Price includes all time required for the CA data team to analyze and model survey scoring across the target population

\$23,000

Messaging Guidance and Target Contact List Provision

\$8,000

Price is indicative of costs associated with producing a briefing pack, as well as the rates for licensing of contact lists.

Contact Licensing: \$45/thousand records

Ackerman McQueen: Targeting and Engaging American Customers



[REDACTED]

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Subject: Re: Gun Work

From: Brittany Kaiser [REDACTED]

Date: Fri, 12 Feb 2016

To: Matthew Hunter [REDACTED]

Cc: Matthew Oczkowski [REDACTED]

Molly Schwe [REDACTED]

Alex Tayler [REDACTED]

Sabhita Raju [REDACTED]

Alexander Ni [REDACTED]

Peregrine Willo [REDACTED]

Julian Wheatland [REDACTED]

Well done guys, this is very exciting on all sides. Let us know what you need in the meantime to back this up from HQ!

.

On 12 February 2016 at 17:50, Matthew Hunter [REDACTED]

wrote:

Matt:

This is great, am glad to see the THG project is growing to a level that makes this an impressive get for CA.

Let me also add as a third leg of the stool on the Gun issue. I have been speaking with NRA directly and they have been particularly concerned about the \$50 million that Mike Bloomberg pledged last fall to fight the NRA. They are gearing up for a much bigger fight and want to counter that \$50m effort in a sustained manner. They are meeting Tuesday to discuss options for expanding the fight and outlining campaign objectives. My discussions have focused on how we can assist this fight from a communications aspect and increase engagement as well as take this fight to a new level. I was told yesterday afternoon that after that meeting takes place they will want us to come in to mother NRA in Fairfax and present on how we can help drive the targeted messaging and issue advocacy.

Between THG, NSSF and the NRA directly this could be lot's of fun.

Matthew

On 12 Feb 2016, at 12:08, Matthew Oczkowski [REDACTED]

wrote:

Hello Everyone –

I put everyone on the email chain to run down a whole host of updates on the gun work that we have been chasing and working on. I just got off a call with the KDM's on two projects and want to provide updates and action points.

Please read below and let me know if you have any questions:

1. 'Trigger the Vote' campaign – for the NRA through the Herald Group

I've gone back and forth with these guys and here is where we are at. They want to be at 35k for the analytics portion because they have already set that expectation with the client prior to them seeing something from us. They want to keep in the four focus groups, and lean on our internal gun data to build the foundation for this campaign.

With that said, we are going to land \$800,000 in digital advertising budget for this project (with 20% margins) to make up for the lower than expected analytics portion so we can make it up on the backend with the higher marketing rake.

We need to update the current statement of work with the price above (35k) and make the proposal out to 'Federal Capital Communications Corporation' instead of the Herald Group. Pere, I think we should talk directly to go over the specifics to make sure we are on the same page.

2. NSSF (National Shooting Sports Foundation) project

NSSF is a trade organization made up of all the gun manufacturers selling in the US. Each year, they run a large campaign aimed at 'voter education'. They call it voter education to avoid the corporate proxy tax by directly endorsing any candidates and focusing on issues.

Pat O'Malley, our contact with access to the money, has been running this campaign for them since 2002 and it has been almost entirely direct mail. Pat was leveraging a database of fire arms manufacturing warranty cards (collected by the fire arms companies) to determine his targeting in key states (millions of people, if they bought a gun, and what kind of gun they bought).

Pat has realized that he needs to modernize this process and this campaign. Here is how our involvement would work in broad strokes:

1. We would get data from NSSF, Cabelas, Bass Pro Shops, and online gun retailers (every outdoorsmen or gun customer in 14 target states – (I can't emphasize how big of a deal this is for us).
2. We would match this data to our database, model it, enhance it with our gun data, and determine groups of persuadable voters who support gun rights and also turn them out to vote.
3. The flight of the campaign would be from April–November

4. We have the opportunity to craft an amazing campaign to present to this group to get them to buy into.
5. We will also be in charge of all of the digital advertising for this campaign.

There are ALOT more details to discuss, but we need to have a meeting on Monday to go through everything as a team to be able to come up with something. From there, I need to sit down with the herald group and Pat OMalley to collaborate with them on the moving pieces so we can present this with a budget to the client.

I don't want us to get overly excited, but this has the potential to be a 3–5m dollar contract for us. The other upside is we have an opportunity to impress the CEO's of the largest gun companies in the world. This will require closed loop reporting, research, polling, AB/EV chase, etc.

--
Matt OczkowskiHead of Product
Cambridge Analytica
www.cambridgeanalytica.org

--
Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

[REDACTED]

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Ackerman McQueen

Targeting and Engaging American Consumers

CambridgeAnalytica.org

Targeting and Engaging American Consumers

Ackerman McQueen works across a range of consumer areas to shape consumer perception through advertising and communications, and Cambridge Analytica can help to get the right message to the right person.

At Cambridge Analytica, we believe in the importance of understanding individuals and what drives their decision-making.

Our in-house database has up to 5,000 data points on individual Americans, as well as a suite of data models capable of predicting election turnout, political partisanship, which issues matter to individuals, as well as their psychological profiles.

Following positive discussions with AM, CA presents this concept note to outline the products and services we can offer to augment your advertising and communications. Young people's interest in firearms and healthcare consumer behavior were identified as areas of particular interest, and as such this concept note focuses on outlining the services CA can offer in relation to these topics.

On **Youth and Gun Culture 2.0**, CA proposes to design and manage a program of custom research and data analytics, which will identify the size of the nationwide universe of young people interested in gun ownership and the 2nd Amendment. We will also investigate the particular psychological profiles of the individuals identified, and we will segment the audience according to psychographic criteria or other factors that may be of interest. For each segment identified by CA's research, we will also provide messaging guidance and information on the most appropriate channels to use when communicating with them.

In the first instance, CA will provide counts of available targets in states or regions of interest, and specific names and contact details can be licensed for an additional fee.

For **Healthcare Consumer Behaviour**, CA proposes to undertake a similar program of work focused on North Texas and Oklahoma. This healthcare-focused research and analytics project will also leverage our extensive database of consumer behavior variables, which will be combined with the products of a large-scale survey focusing on 'Healthcare 2.0' and innovative consumer approaches to selecting healthcare products and services. The end product of the project will be a similarly comprehensive package of messaging guidance and research insight, as well as contact lists if desired.

These research and messaging projects will give AM unique insights into current prevailing attitudes, but will also go further by providing guidance on the specific psychological triggers that drive consumer behavior. If desirable, CA can also provide contact lists on high-value target individuals for marketing purposes. This package of services will provide AM with the edge needed to cut through today's saturated advertising space, and will offer significant advantages to AM as it conducts marketing and communications efforts on behalf of its clients.

Gun Culture 2.0: Young Americans and the 2nd Amendment

Potential Products and Services:

Cambridge Analytica will provide the following services to help AM to better understand the dynamics of young people's connections with gun culture and the 2nd Amendment:

Component 1 – Research

CA's research team will design a quantitative survey that will test attitudes to gun ownership and gun rights among young people, as well as measuring their psychographic personality types, channel preferences and other aspects of their lives likely to be useful in crafting communications strategies. A quantitative survey of this kind usually involves approximately 20,000 respondents, though this number is determined based on the specific requirements of the project.

This quantitative survey will be complemented by a series of focus groups and qualitative questionnaires, which will include message testing and will add qualitative messaging insights to the quantitative data collected during the survey.

CA will provide an initial report outlining the findings of this research study, which will give AM an early indication of trends amongst young people interested in firearms.

Component 2 – Data Analytics and Segmentation of Target Universe

Following the completion of the research phase, CA's data scientists will extrapolate the survey responses collected during the research across the entire U.S. target population.

This process assigns scores to every individual in the target universe, in this case the entire millennial population of the U.S., and assigns individuals to a segment based on their psychological and/or consumer traits.

The end product of this analysis and segmentation will be a national database of young people interested in firearms, which can be segmented as required by AM campaigns according to geographic, psychological or issue-specific factors. The database will contain tags indicating particular segments, as well as mail contact addresses and other contact information (phone, email) where possible.

Component 3 – Messaging Guidance Development and Provision of Target Contacts

CA's psychologists and messaging specialists will also provide a comprehensive briefing pack on the targets identified, which will explain their psychological profiles and other insights helpful in crafting messaging. Salient persuasion techniques and other communications insights will also be outlined, giving AM a powerful understanding of how to contact and engage their targets.

Indicative Budget:

Research: Price is inclusive of quantitative survey (n=20,000), qualitative questionnaires and online focus groups (4). In the event that identifying universe sizes is the only objective rather than identifying specific targets, this price can be significantly reduced.	\$102,000
Data Analytics and Segmentation: Price includes all time required for the CA data team to analyze and model survey scoring across the target population	\$43,000
Messaging Guidance and Target Contact List Provision Price is indicative of costs associated with producing a briefing pack, as well as the rates for licensing of contact lists.	\$8,000 Contact Licensing: \$45/thousand records

Healthcare 2.0: The Patient as an Informed Consumer

Potential Products and Services:

Cambridge Analytica will provide the following services to help AM to better understand how healthcare consumers in North Texas and Oklahoma engage with consumer-driven healthcare:

Component 1 – Research

CA's research team will design a quantitative survey which will test attitudes to innovative consumer healthcare practices, as well as measuring their psychographic personality types, channel preferences and other aspects of their lives likely to be useful in crafting communications strategies. Considering the geographic focus of this project, a quantitative survey of approximately 4,000 respondents may be sufficient to generate data for modeling and analytics purposes.

This quantitative survey will be complemented by a series of focus groups and qualitative questionnaires, which will include message testing and will add qualitative messaging insights to the quantitative data collected during the survey.

CA will provide an initial report outlining the findings of this research study, which will give AM an early indication of trends that have emerged from the qualitative and quantitative research in North Texas and Oklahoma.

Component 2 – Data Analytics and Segmentation of Target Universe

Following the completion of the research phase and the analysis therein, CA's data scientists will extrapolate the survey responses collected during the research across the entire population of the target geographic areas in order to identify targets for marketing communications.

The end product of this analysis and segmentation would be a database of early-uptake healthcare 2.0 targets, as well as others who might be receptive to messaging that fits with this consumer-driven healthcare paradigm, which can be segmented as required by AM campaigns according to geographic, psychological or issue-specific factors. The database will contain tags indicating particular segments, as well as mail contact addresses and other contact information (phone, email) where possible.

Access to contact lists in this database can be licensed according to a *cost per mille* basis as required.

Component 3 – Messaging Guidance Development and Provision of Target Contacts

CA's psychologists and messaging specialists will also provide a comprehensive briefing pack on the targets identified, which will explain their psychological profiles and other insights helpful in crafting messaging. Salient persuasion techniques and other communications insights will also be outlined, giving AM a powerful level of understanding regarding how to contact and engage their targets.

Indicative Budget:

Research: Price is inclusive of quantitative survey (n=4,000), qualitative questionnaires and online focus groups (2).	\$34,000
Data Analytics and Segmentation: Price includes all time required for the CA data team to analyze and model survey scoring across the target population	\$23,000
Messaging Guidance and Target Contact List Provision Price is indicative of costs associated with producing a briefing pack, as well as the rates for licensing of contact lists.	\$8,000 Contact Licensing: \$45/thousand records



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Subject: Re: Initial not [REDACTED] elections
From: Brittany Kaiser [REDACTED]
Date: Wed, 09 M [REDACTED]
To: Paul Hilder [REDACTED]
Cc: Julia Pacetti [REDACTED]

Thank you! I'm traveling all day tomorrow but in NY on Friday and can take a call with Julia and you Paul?

Sent from my iPhone

On May 9, 2018, at 8:20 PM, Paul Hilder [REDACTED] wrote:

Dear Brittany (cc Julia),

I've made some initial notes on the salient materials and testimony Brittany could provide to the Senate, focusing to start with on the central topic of what was done in the US elections and how. I believe that this material is highly significant, and that the risks of legal exposure for Brittany are probably low to zero; but we need Jim Walden to kick the tyres on the latter question and advise on handling. I can do a list of salient documents and email threads tomorrow. For now, I hope this is helpful. Let's not forward this email more widely until Brittany and Jim have had a chance to talk.

BK – let's discuss later or tomorrow?

US Elections – overarching design

BK could testify to the overarching design of Cambridge Analytica's work for the Republicans in the US, which centred on building up a master database of record, combining third party and first party data. Legal opinions were obtained about the status of modelled data (was it personal data or not), and the ability to process it overseas in Canada or other jurisdictions.

Risk exposure: Minimal? The spirit of laws and regulations on campaign firewalls may have been broken. BK had visibility to some of this information at the time, but was not involved in the system design, and believed that it had been thoroughly checked out and validated by lawyers.

US Elections – campaigns pitched and worked on

BK can testify to pitching and consulting relationships with many different US political campaigns. Multiple Republican presidential campaigns were pitched (Cruz, Carson, Trump, Jeb Bush, Carly Fiorina etc) and Cruz and Carson were worked on in parallel – all this is very unusual. There was also a very early effort to work for Trump in parallel with Cruz. There were relationships with SuperPACs (Keep the Promise, Make America Number 1, etc etc). The relationships with the NRA, Breitbart, and the For America FB page were also crucial. Prominent state-level or local candidates such as Joe Arpaio were also a priority, particularly where they had national bases.

Risk exposure: Zero? BK was simply following instructions from superiors and clients, and doing her job.

US Elections – the Trump campaign

BK can testify to the fact that dialogue started very early with the Trump campaign (Q2 2015), and to who did what at the various different stages of this process. There is one particularly interesting dialogue with Larry Levy from Giuliani's law firm about a contract structure which risks looking like an in-kind contribution to the Trump campaign (but which also gives considerable campaign data ownership rights to CA). Steve Bannon is deeply involved in these dialogues.

Risk exposure: Zero? BK was simply following instructions from superiors and clients, and doing her job.

US Elections – data handling

BK did not have direct access to how data was handled or modelled. However, she has contract documents, emails, other materials and personal memories and testimony about Cambridge Analytica's overall approach to data. The overall picture here is that CA seems to have done their best to treat modelled data – from whatever source – as their own proprietary intellectual property, not as personal data. Their default in contract drafting was also to claim ownership of modelled data from every client relationship – the clients would only have a use license in perpetuity. As a consequence, it seems they may have claimed that they were not breaking laws or regulations around firewalls; but arguably they may have been. This information is highly consequential.

Risk exposure: Minimal/Low? BK was involved in re-drafting contracts, but this would generally be to reduce rather than increase CA's ownership of data where clients balked. Again, she was simply

following instructions from superiors and clients, and doing her job; she was operating on the good faith assumption that qualified lawyers had approved these practices and that CA was complying with the law; and she requested more help from Larry Levy on multiple occasions.

Sent with ProtonMail Secure Email.

New Casino Lead

From: Robert Murtfeld [REDACTED]
To: Anna Miller [REDACTED], Brittany Kaiser
Date: Tue, 16 Feb 2016 22:35:15 +0000

Anna/Brittany,

Alexander and I are meeting in Dallas this Friday an ad agency. The NRA are one of their clients (old relationship).

They've got a casino too: <https://www.am.com/home/document/winstar-world-casino-and-resort>

We will be interviewed on Friday to provided our analytics possibly as a full service to the agency. In other words the above is one more casino lead after the two that we already have.

BW,
Robert

Re: Thanks

From: Matthew Hunter [REDACTED]
To: Todd Van Etten [REDACTED]
Cc: Brittany Kaiser [REDACTED] Matthew Oczkowski
[REDACTED]
Date: Mon, 08 Feb 2016 20:34:56 +0000

Great! Thanks for the update. If you need anything let us know.

M

On 8 Feb 2016, at 14:16, Todd Van Etten [REDACTED] wrote:

Hi Matt,
Thanks for checking in. No immediate updates, though I do hope to have a budget finalized this week both internally and by the client. From that we can have a follow-up conversation about scope and hopefully get everything hammered down.

Thanks,
Todd

<319682B6-644F-4011-9460-7CC059B1F4D2[1].png> Todd Van Etten
Chief Digital Strategist, The Herald Group
[REDACTED]
[REDACTED]
[REDACTED] Washington, DC
[REDACTED]

From: Matthew Hunter [REDACTED]
Date: Monday, February 8, 2016 at 9:29 AM
To: Todd Van Etten [REDACTED]
Cc: Brittany Kaiser [REDACTED] Matthew Oczkowski
[REDACTED]
Subject: Re: Thanks

Todd:

Hope you are doing well and had a good weekend.

I wanted to check in to see if there was anything you needed from our end or if you guys had any thoughts or changes regarding the scope.

Thanks,
Matthew

On 1 Feb 2016, at 10:35, Todd Van Etten [REDACTED] wrote:

Hi Guys,

I wanted to send a huge, belated thank you for the meeting last week. It more than accomplished our goals—all the team members are firmly on board with CA, and are even open to having you guys manage all digital advertising. I hope to have budget conversations this week with our team, and will reconnect on any changes in scope based on those conversations.

Thanks again,
Todd

<319682B6-644F-4011-
9460-
7CC059B1F4D2[10].png>

Todd Van Etten
Chief Digital Strategist, The Herald Group



[View image](#) (right-click to download)

[View image](#)

Re: Supporting the ACU

From: Brittany Kaiser [REDACTED]
To: mschlapp@ [REDACTED]
Cc: cwalters@ [REDACTED] Alexander Nix [REDACTED]
Matthew F. Hunter [REDACTED]
Date: Mon, 03 Aug 2015 14:24:50 +0000
Attachments: Cambridge Analytica & ACU - IP Agreement Term Sheet.pdf (206.24 kB); Untitled attachment 06359.htm (9.21 kB)

Dear Matt,

Following up from my note last Friday, I would like to present to you some of our thoughts on how we can work together to achieve mutual goals.

From our meeting in DC, I understand that your targets for the ACU include being able to serve your contacts and members better through engagement, as well as growing your base of support. Given our abilities, we would like to help you by providing services in data hygiene and data augmentation, to enable you to mobilise your current supporters and expand your reach. We will enrich your current data set with information from our database, which can include at minimum: current and tested emails, phone numbers and home addresses, as well as ideology and issues preference. We can do additional work for you, such as list segmentation and outreach campaigns, but any work that requires third party fees would have to be met by the ACU.

As discussed, we would be pleased to arrange to do this work as a barter agreement, as we are interested in meeting new people and having introductions in the Conservative political and commercial space such as, for example, the NRA and further 2016 Senate, Gubernatorial and Congressional races that we are not yet involved with.

Please let me know if the above is agreeable as a broad framework. If so, we will prepare a detailed proposal for you to agree the deliverables of the first phase of work. In the meantime, please see our standard data sharing agreement attached below. If you have any questions, and we would be happy to set up a phone call or another in-person meeting to discuss this further.

It would also be helpful to us if you can advise on some introductions you could make which may be of most interest for us so we can begin to imagine the scope of our agreement. We have heard some really great things about your organisation, and our board have confirmed that they are already financing some of your initiatives through CPAC, so we really see a great opportunity to work together through many avenues now and in the future. We look forward to hearing back, and of course to working with you.

With kindest regards,

Brittany

Re: THG/FCCC/NRA

From: Peregrine Willoughby-Brown [REDACTED]
To: Matthew Hunter [REDACTED]
Cc: Matthew Oczkowski [REDACTED] >, Brittany Kaiser
[REDACTED]
Date: Tue, 23 Feb 2016 16:26:54 +0000

Hi Matt

I'll be looking after that from here while we are recruiting more project managers. The invoice has been raised already today and I think it should be going out soon.

I assume that the start date is immediately, and we've been proceeding on that basis.

In terms of client relations, I'm happy to proceed with this however Matt Oz thinks is best. He has the existing relationship with these guys so I'm happy to include him in reporting and he can manage that relationship. Likewise I'm happy to get on the phone with them and explain what we're doing if that would be helpful. I leave it to Matt.

On 23 February 2016 at 16:23, Matthew Hunter [REDACTED] wrote:
Matt:

Do you know what project manager has been assigned to handle The Herald Group/NRA/FCCC voter project? I know you are overseeing but wanted to see who will be running point.

Also, now that they have given us the green light - should have that person connect with Todd/Patrick as well as move to the invoicing stage? Have Todd or Patrick given us the start date?

Thanks,
Matthew

Re: THG/FCCC/NRA

From: Matthew Hunter [REDACTED]
To: Peregrine Willoughby-Brown [REDACTED]
Cc: Matthew Oczkowski [REDACTED] >, Brittany Kaiser
Date: Tue, 23 Feb 2016 16:32:30 +0000

Thanks Pere for the update. That sounds great, Matt and I talk quite a bit so we can stay in the loop on these things from the DC side. It's my anal side but i like to stay in the loop with the things that I have initiated and been pushing from the sales side. Appreciate your understanding.

Matthew

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Thanks,
Matthew

Re: THG/FCCC/NRA

From: Peregrine Willoughby-Brown [REDACTED]
To: Matthew Hunter [REDACTED]
Cc: Matthew Oczkowski [REDACTED] >, Brittany Kaiser [REDACTED]
Date: Tue, 23 Feb 2016 17:02:42 +0000

No problem at all Matt - it's your right to be involved at all stages of any project that you have an interest in so I'll make sure you're kept in the loop going forward. I thought that this one had come from Matt Oz, which was why I mentioned him, but I think I may also have got my Matts confused. My bad. I'll keep both of you guys involved.

We'll have the project plan completed by tomorrow afternoon, and I'll invite you to the project on Asana so that you can see it and we can discuss.

On 23 February 2016 at 16:32, Matthew Hunter [REDACTED] > wrote:

Thanks Pere for the update. That sounds great, Matt and I talk quite a bit so we can stay in the loop on these things from the DC side. It's my anal side but i like to stay in the loop with the things that I have initiated and been pushing from the sales side. Appreciate your understanding.

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Thanks,
Matthew



Make America Number One After Action Report

November 2016

Summary

Cambridge Analytica (CA) delivered data modeling, television targeting and placement, digital ad targeting and delivery, list building, and polling to Make America Number One's (MAN1) project "Defeat Crooked Hillary" (DCH) during 2016's Presidential election. During that time, CA delivered millions of ad impressions nationwide, with a special focus on New Hampshire, Pennsylvania, Virginia, North Carolina, Florida, Ohio, Iowa, Colorado, Nevada, and Michigan.

Data Modeling

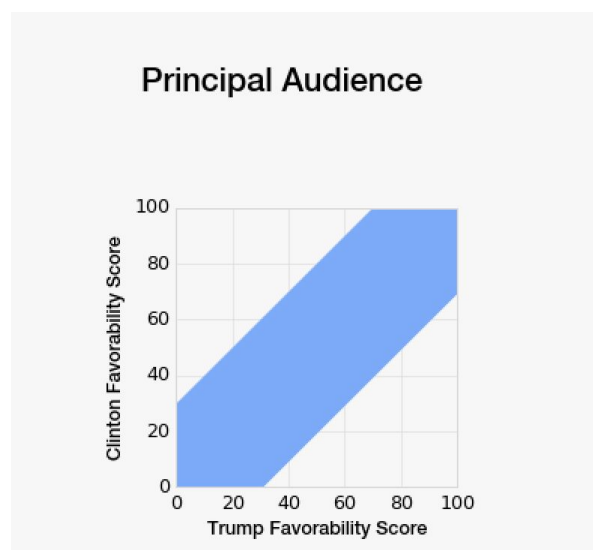
The primary effort of the data operation was to produce the Principal Audience (PA): the group of voters modeled to be the most likely to be persuaded by advertising, and who accordingly received the bulk of MAN1's messaging efforts. This was done by:

1. Constructing models predicting Trump and Clinton favorability using the survey data collected by MAN1
2. Extrapolating those models to all possible voters in the target states
3. Prioritizing voters by their likelihood to vote

This allowed MAN1's advertising efforts to be enormously efficient by not wasting money on voters whose predispositions were such that persuasion messaging would not move their allegiance, and not wasting ads on voters who are unreliable at best, and unlikely to vote at worst.

The figure below shows how the PA was defined for a particular set of Trump and Clinton favorabilities. Voters who fall within the blue bar are voters within our PA. These voters are most likely to be open to persuasion messaging chipping away at their enthusiasm for supporting Clinton, or switching their vote to Trump.

The actual size of the audience can be changed at will simply by expanding or contracting the width of the blue band in the figure. Generally, the audience was constructed to have about 9 million people in it, although, frequently they were further sub-segmented.



A wide range of techniques from modern predictive analytics were used in this process. The resulting models proved to be quite accurate, both with respect to internal validations and subsequent ad impact surveys demonstrating the effectiveness of messages on this audience. These models were updated each time a new survey was completed and the PA changed accordingly. Additionally, the data was scrubbed regularly during absentee and early voting in applicable states. Records of voters who had cast their ballot in person, or returned their absentee ballot were matched against the PA. Those who had successfully voted were removed for future message delivery and turnout efforts via digital ads. This meant the 72-hour GOTV phase of MAN1's efforts were highly efficient.

While the PA determined who would be receiving messaging, the next step was to determine what the messaging should be. Content was informed by a combination of Cambridge Analytica's in-house issue models, ad impact surveys conducted by the digital department, and issue polling included in MAN1 surveys. These surveys are elaborated upon in the next section.

Polling

Cambridge Analytica conducted two target state surveys of registered voters, and two additional national surveys intended for a better understanding of the electorate. A survey of target states conducted in July of 2016 by MAN1 was also used. These surveys took a mixed method approach, combining online and telephone (IVR) surveying methods and employing strict demographic quotas to ensure a representative final sample. The data was then matched back to CA's database in order to precisely weigh the results. Weighing allowed us to control for sampling biases, method error across demographics, and general election turnout propensity (via our general election turnout model). Potentially biasing questions were placed at the end of the survey to avoid impacting respondents and to minimize incompleteness rates. All questions on candidate negatives were paired with questions on positives so surveys appeared politically neutral overall, and would best encourage honest responses.

The key objective in the target state surveys was to update the favorability models and to inform our specific messaging. The questions informing ad content took two form:

1. **Segment Creation:** Questions on issues framed so as to identify individuals with strong feelings one way or another. Responses could then be modeled and extrapolated to find other like-minded individuals who may be more susceptible to a certain message. e.g. 'Do you feel healthcare has gotten worse in the last eight years?'. When modeled and extrapolated, data collected on this question allowed us to identify an audience well-suited to an attack on this issue. A second example is the question 'Do you feel the system is rigged by big money?' According to responses, the majority of voters feel the system is rigged, regardless of whom they support. Messaging based on this could be sent to the entire audience rather than needing a tailored segment.
2. **Motivational Messaging:** Questions asking respondents how they felt about a potential attack angle so that we could assess which areas produced more movement. For instance, in the September MAN1 poll we were able to determine that all voters, regardless of partisanship or ballot preference, were influenced by a Clinton corruption narrative. Thusly, a majority of MAN1's messaging was corruption focused. Further, we were able to drill down another level, asking how voters felt about Clinton after reading a statement about her email scandal, and a statement about misdeeds at the Clinton Foundation. The results indicated the statement about the misdeeds at the Clinton Foundation moved more Clinton supporters away from her than the statement about the email scandal. This gave MAN1 a clear path to dissuading Clinton supporters from voting for her by delivering ads attacking her involvement with the Clinton Foundation.

Beyond modeling and advertising, we also computed a weighted popular vote breakdown across the sampled states for each survey and estimated the likely electoral college results. We were able to gain further insight by cross-tabulating ballot preference with responses to questions on voting likelihood, qualities desired in a President, opinions on US politics today compared to yesterday, candidate favorability, movement based on key issues, and broad demographics. As a testament to this methodology, in our October poll we had Trump leading in NC, FL, and OH, which ran contrary to many pundits' opinions but was ultimately correct. This speaks to the power of being able to weight polls based on individual characteristics that would be unknown to a typical pollster.

Digital Advertising

Overview

The Defeat Crooked Hillary digital advertising campaign was very successful in its ability to reach and persuade undecided voters. Overall, ads were served 211,718,189 times, drove 1,433,331 users to defeatcrookedhillary.com and 2016truths.com, and generated more than 25 million video views. Our ads saw the most success on Facebook and Google Search and ad spend was reallocated accordingly.

Throughout the campaign we ran several Ad Recall and Impact Surveys to measure the effectiveness of our ads in persuading voters. These helped to test whether people in our target audience remembered seeing our ads and whether the messaging had the intended effect (decreasing favorable opinion of Hillary Clinton).

We found that most videos not only decreased the favorability of Hillary Clinton, but more importantly they increased the intent to vote for Donald Trump.

The success of our campaign can be attributed primarily to the high percentage of users in our principal audience that we were able to match online (approximately 66%) and the strength of video and display creative.

Performance by Platform

Platform	Impressions	Link Clicks	CPC	CTR	Video Views	CPM	Spend
Facebook	81,094,069	429,699	\$3.65	0.53%	23,632,775	\$19.33	\$1,567,263.27
TrueView	6,606,480	14,862	\$14.81	0.22%	1,201,391	\$33.33	\$220,164.02
Search	8,070,862	238,069	\$1.65	2.95%	-	-	\$392,975.62
Pre-Roll Video & Internet Radio	16,101,254	47,989	\$6.46	0.30%	5,691,956	\$19.25	\$309,946.19

Display	95,771,411	682,630	\$1.45	0.05%	-	\$0.22	\$21,003.09
Twitter	713,163	20,082	\$0.37	2.82%	-	\$10.45	\$7,453.82
Snapchat	3,360,950	-	-	-	204,353*	\$6.22	\$20,900.00
Total	211,718,189	1,433,331	\$1.74	0.68%	25,038,519.00	\$11.77	\$2,492,684.31

Facebook

Over the course of the campaign our ads were seen 81 million times, reaching 13.2 million voters, on average more than six times each. Of those 13.2 million voters, more than half took an action (click, like, comment, etc.) on our ads, higher than other successful campaigns. 9.84 million times users viewed more than 10 seconds of our videos. On average users watched 20.4 percent of our videos, more than five percentage points above similar campaigns. Overall, our ads drove 429,699 visits to defeatcrookedhillary.com.

Video	Impressions	Reach	Freq.	10s Views	10s View Rate	Link Clicks	CPC	CTR	Spend
Do Nothing	6,250,663	2,270,711	2.75	1,079,583	16.59%	31,968	\$4.15	0.51%	\$132,579.03
NAFTA	5,158,057	2,080,126	2.48	529,648	9.75%	28,932	\$3.43	0.56%	\$99,186.21
Can't Run Her House	2,310,081	1,229,935	1.88	237,663	8.04%	13,025	\$4.56	0.56%	\$59,418.32
Equal Pay	6,716,760	2,062,332	3.26	946,799	18.12%	11,171	\$12.21	0.17%	\$136,404.48
Benghazi	3,729,888	1,853,954	2.01	650,286	19.71%	25,480	\$2.54	0.68%	\$64,776.33
SCOTUS-Evangelicals	2,465,506	742,781	3.32	314,201	12.74%	9,689	\$7.26	0.39%	\$70,346.12
How To Lie	2,300,861	442,868	5.2	243,438	10.58%	-	\$7,778.37	-	\$54,448.56
FALN	2,353,011	454,780	5.17	263,642	11.20%	-	\$18,149.85	-	\$54,449.54
NAFTAv2	615,368	331,201	1.86	107,113	17.41%	2906	\$2.84	0.47%	\$8,250.00
SCOTUS	4,657,418	1,792,089	2.6	637,720	10.10%	18168	\$3.23	0.39%	\$58,745.02
Shut It Down	1,660,268	971,520	1.71	296,643	17.87%	10457	\$3.59	0.63%	\$37,499.83
The Cut	1,691,831	1,012,334	1.67	333,300	19.70%	11023	\$1.70	0.65%	\$18,747.15
Obama-The Game	3,062,342	908,024	3.37	400,038	13.06%	-	\$7,223.28	-	\$79,456.09
Bernie Never	1,492,966	1,153,878	1.29	338,421	21.18%	3914	\$5.22	0.26%	\$20,425.93

Had A Chance									
Clinton Foundation Fails on Equal Pay	1,160,382	731,258	1.59	289,090	24.91%	2549	\$2.14	0.22%	\$5,467.00
A Danger to National Security	1,183,623	823,848	1.44	152,495	12.88%	12301	\$1.69	1.04%	\$20,785.04
Corruption is a Family Business	1,361,408	867,901	1.57	152,755	11.22%	13265	\$1.76	0.97%	\$23,290.34
Race of a Lifetime	673,559	502,122	1.34	94,984	14.10%	2887	\$4.06	0.43%	\$11,728.21

The video titled ‘Can’t Run Her House’ was very effective in persuading women in our principal audience not to vote for Hillary Clinton. After conducting an Ad Recall and Impact Survey we found that the ad was especially effective in the State of Florida by increasing intent to vote for Donald Trump by more than 8 percentage points.

The videos titled ‘How to Lie’ and ‘FALN’ were also very effective in persuading voters, with 7.7 percent and 7.8 percent respectively, increasing intent to vote for Donald Trump among users in our principal audience. These videos were shown to a subset of our principal audience that viewed national security as one of their top three most important issues.

When the video titled ‘SCOTUS’ was shown to our audience of evangelical voters, we saw little effect in changing Hillary Clinton’s already high unfavorability rating. However, after conducting our Ad Recall and Impact Survey, Evangelicals aged from 18 to 24 had increased their very unfavorable rating of Hillary Clinton by 10 percent.

The video titled “Equal Pay” was very effective in decreasing intent to vote for Hillary Clinton and increasing intent to vote for Donald Trump among women. It was especially effective with women over the age of 65, with a 12.68 percentage point increase in intent to vote for Donald Trump. There was a 6.6 percentage point decrease in intent to vote for Hillary Clinton among women aged 35-44.

TrueView

Our ads performed very well on YouTube’s skippable TrueView inventory with a completed view rate (CVR) of 17.69 percent, higher than the standard CVR for political campaigns of 15 percent. Overall, our videos were seen 1,201,391 times at a cost of \$0.17 per view. This is on the high end for what we generally see with political campaigns and increased as we approached the end of October. Because of this, we shifted budget to Facebook and search where our ads saw better performance.

Video	Impressions	Link Clicks	Video Views	CPV	CVR	Spend
Bernie Never Had a Chance	311,684	528	109,251	\$0.09	35.05%	9,534.79
Clinton Fatigue	2,253,635	7,469	391,666	\$0.16	17.38%	62,190.73
Corrupt and Dangerous	839,593	1,324	147,489	\$0.21	17.57%	31,614.60
DoNothing	1,613,437	3,652	358,501	\$0.12	22.22%	43,261.13
Can't Run Her House	29,143	35	4,868	\$0.27	16.70%	1,327.71
Obama - The Game	37,564	24	5,930	\$0.31	15.79%	1,832.61
A Danger to National Security	167,639	194	21,302	\$0.29	12.71%	6,184.12
Corruption is a Family Business	249,714	239	37,687	\$0.27	15.09%	10,321.55
A Race of a Lifetime	773,809	1,002	77,206	\$0.45	9.98%	34,702.70
The Cut	330,262	395	47,491	\$0.40	14.38%	19,194.07

The video titled “Race of a Lifetime” had the lowest video completion rate (CVR) of 9.98%. This likely due to it’s slow start, whereas the video “Do Nothing” started very strong and had one of the highest CVRs for 30 second videos at 22.22%.

Twitter

We ran two campaigns, one to grow our number of followers and another to promote key tweets. The follower campaign generated 7,781 Twitter followers at cost of \$0.79, on the low end for similar campaigns.

Twitter	Impressions	Engagements	Cost Per Engagement	Engagement Rate	Followers	Cost Per Follow	Spend
Let's Stop Hillary Clinton	713,163	31,851	\$0.23	4.47%	7,840	\$0.86	\$7453.82

Display

Overall our display ads drove 14,455 clicks to defeatcrookedhillary.com. Ads ran primarily in news articles that mentioned Hillary Clinton. Such sites include: politico.com, drudgereport.com, cnn.com, realclearpolitics.com, and cbsnews.com.

Display	Impressions	Link Clicks	CPC	CTR	Reach	Frequency	CPM	Spend
Wikileaks	1,975,224	1,645	\$2.69	0.08%	-	-	\$2.24	\$4,422.73
Do Nothing	22,551,748	11,468	\$1.29	0.05%	-	-	\$0.66	\$14,834.94
Stop Hillary - Sign Up	2,026,686	1,342	\$1.30	0.07%	-	-	\$0.86	\$1,745.43

Search

Overall, our search campaign drove 238,069 visits to our landing pages and generated more than 26 million search impressions. Ads were delivered in key states and surely hindered the fundraising efforts of the Clinton campaign. Many clicks to 2016truths.com came from users searching for keywords such as: “Hillary Clinton” and “Hillary Clinton Campaign.” The keyword that generated the largest number of clicks to 2016truths.com was “Hillary Clinton Emails” and to defeatcrookedhillary.com “latest on Clinton email.” Combined, our cost-per-click was \$1.65, which is very low for this type of campaign. The strong performance of the search campaign can be attributed to the high Quality Score (relevancy to a user’s search query) our ads received for the keyword “Hillary Clinton.”

The ad that drove the most clicks read “Confused about Hillary’s past? Learn the truth.”

Search	Impressions	Link Clicks	CPC	CTR	Avg. Position	Top Keyword	CPM	Spend
2016 Truths	6,780,239	214,615	\$1.51	3.17%	1.1	Hillary Clinton Emails	\$47.72	\$323,579.71
Defeat Crooked Hillary	1,290,623	23,454	\$2.96	1.82%	1.5	latest on clinton email	\$53.77	\$69,395.91

Pre-Roll & Internet Radio

Our ads also ran on pre-roll, non skippable inventory across the web, utilizing platforms such as Google’s DoubleClick Bid Manager, MobileWalla’s mobile ID solution, and Pandora internet radio’s inventory in key states.

Ads ran on various news and related sites across the web, such as: foxnews.com, msn.com, cnn.com, weather.com, and yahoo.com.

Pre-Roll (Non-TrueView)	Impressions	Link Clicks	Video Views	CPV	CVR	Spend
Hillary Is Still Lying	1,619,552	356	1,268,627	\$0.02	77.00%	\$22,232.21
Clinton Foundation Fails on Equal Pay	1,458,615	472	1,123,151	\$0.02	78.33%	\$22,226.58
Bernie Never Had A Chance	411,446	103	438,989	\$0.01	83.10%	\$3,755.32
Mobilewalla	5,183,449	33,056	2,088,725	\$0.06	40.30%	\$117,035.53
Pandora - Audio	6,649,746	10,197	-	-	-	\$16,269.52
Pandora - Video	778,446	3,805		-	73.67%	\$128,427.02

SnapChat

Our SnapChat filter was available to users across the state of Pennsylvania on Election Day. The filter was used by 204,353 SnapChat users and was seen 3,360,950 times. Overall, users engaged with the filter 2,354,144 times across the state of Pennsylvania.

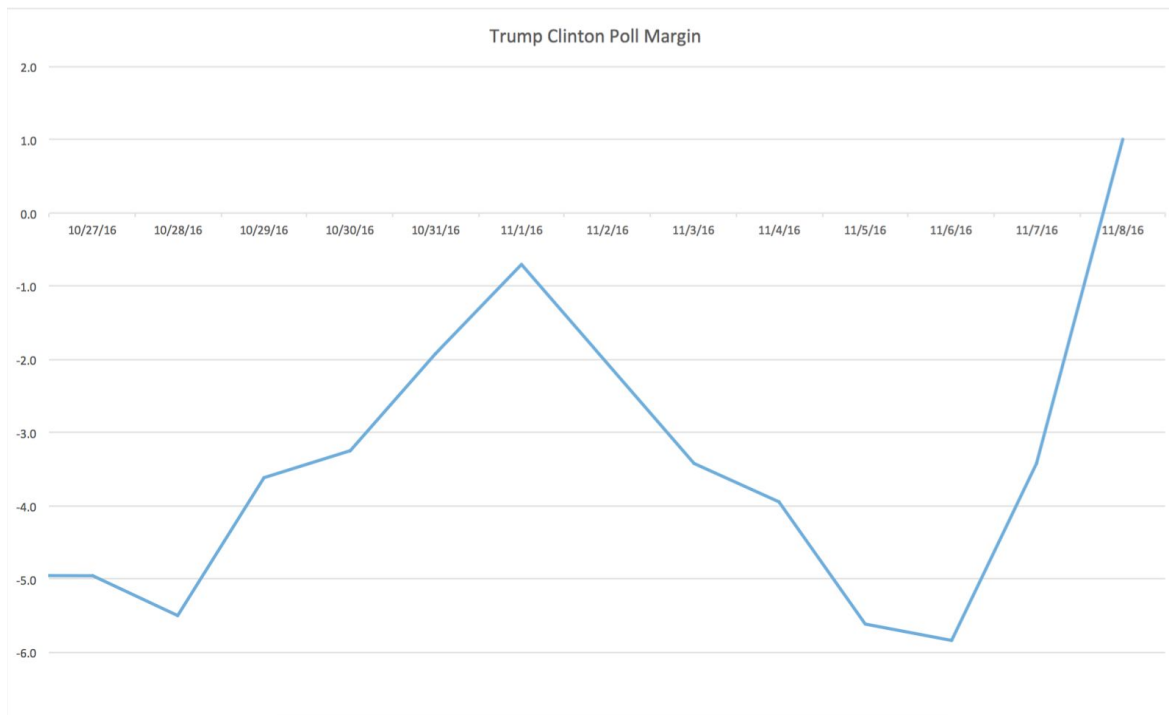


Michigan Impact

Thursday before Election Day, MAN1 secured a donation for immediate ad spend. Based on last minute public polling numbers, the decision was made to invest that donation into 72 hour voter turnout in Michigan. We went up with the top performing ads from other target states from Friday, 11/4 through Election Day. Over the first 48 hours, engagement on the videos skyrocketed to over three million hits. Before Election Day even arrived, we had delivered 6 million impressions to conservatives statewide, to encourage turnout.

Looking at the below graph of tracking polling made available to CA after Election Day, we can see an important trend over the final days of the race. This graph follows indicated Trump support, with the 0.0 indicating a tie between Trump and Clinton. As we can see from this trendline, Trump's support was affected by the 10/27/16 announcement by the FBI that they would be reopening the investigation into Clinton's secret server. It took two to three days for that announcement to saturate and boost Trump's numbers, before they started to fall down to -5. However, with our ads starting on the afternoon of 11/4/16, you can see the same turnaround time leaving Trump tied to +1 on Election Day.

We now know Michigan to be the narrowest margin of victory for Donald Trump; 47.6 percent Trump / 47.3 percent Clinton according to the New York Times. If MAN1 had not made the final GOTV investment in the state, we can reasonably argue Trump would not have achieved his historic victory in Michigan.



Creative

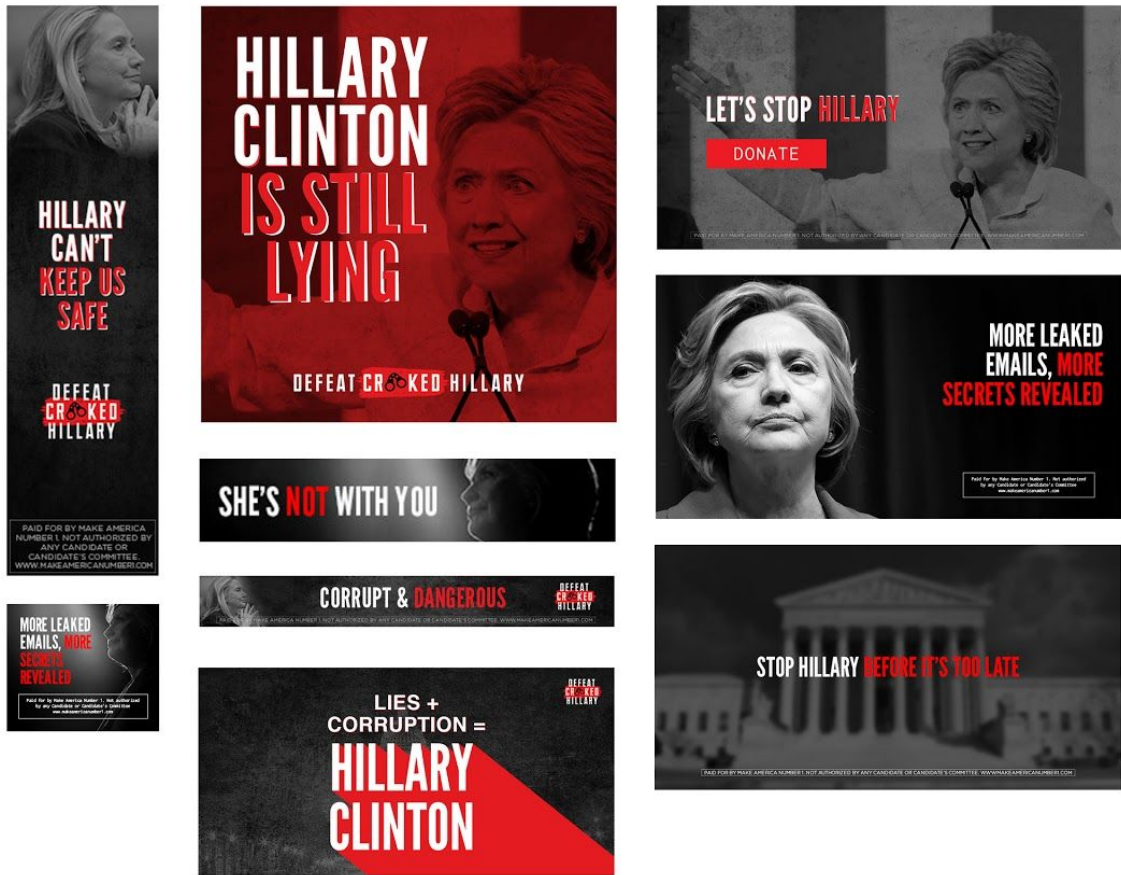
Over the course of the election cycle, from July to November, Cambridge Analytica produced all of the creative behind Defeat Crooked Hillary's ad campaigns. In that five month span, 14 different ad campaigns were run, each including a minimum of 12 creative pieces, totaling over over 170 individual ads. These ads were distributed by the CA digital team and were interacted with by tens of millions of users online.

Along with standard digital ads, CA also designed and sent out personalized email campaigns, advertised on Snapchat, Twitter and Facebook, and designed infographics to clearly display our data models to the press, and donors.

CA was also responsible for running the shareable creative pieces behind the Super PAC's multiple social media accounts in order to organically attract new activists, users and donations. In this effort, CA designed 48 unique graphic images for each social media account which received tens of thousands of online interactions.

In addition to advertising and social media, CA was responsible for the design and management of all three websites linked to the Super PAC; Defeat Crooked Hillary, 2016 Truths and Save the Supreme Court. These websites were designed and targeted to very specific audiences and were each managed accordingly. Defeat Crooked Hillary served as the main, overarching website where people could interact directly with the Super PAC, learn about our messaging, donate and more. 2016 Truths was designed specifically for individuals that were interested in fact-checking Secretary Clinton on debate nights. When users Google searched "Hillary Clinton" and other Clinton terms, the 2016 Truths site was one of the first to appear. Save the Supreme Court was built to educate voters, especially conservatives and Evangelicals, on the effects a Clinton Presidency could have on the SCOTUS and inevitably encourage them to cast a ballot against her. All of these sites were incredibly successful (see above digital metrics) in those efforts and each helped gather user information for remarketing campaigns, and email signups for MAN1 call-to-action and donation conversion.

Below are examples of the design work that was completed by CA in the form of digital ads, organic graphics and website development.



ABEV Test

During the second week of Early Vote, CA created a segment from our principal audience of previous absentee or early voters who had yet to cast their ballot. We targeted this segment with Facebook display ads chasing their vote with variations of “Vote Now” static ads. Overall, we reached 638,847 AB/EV voters in key states more than 6.15 times each.

While this test was intended to give us insight into the effectiveness of different messaging motivators, we only reliably found a higher likelihood to vote amongst the segment who received these additional advertisements. Moving forward, revisiting this test could be worthwhile to pinpoint what type of language and/or graphics encourage voter turnout, specific to demographic, geography, and personality type.

List Building and Organic Audience

Building a loyal and interactive presence on social media was key to MAN1’s success in reaching and influencing as many potential voters as possible. Cambridge Analytica’s (CA) digital and creative team built a Twitter profile, Facebook page, and YouTube account that effectively and organically interacted with and influenced tens of millions of Americans.

The creation and regular usage of the Defeat Crooked Hillary (DCH) social media accounts gave MAN1 a channel to directly communicate their message and develop a strong, organic presence online. Each account was utilized to further MAN1’s goals across a more diverse landscape in a non-formal and sharable way. These channels also allowed CA to outsource MAN1’s messaging for distribution to those most passionate about the cause.

On Twitter and Facebook, the production of nearly 1,000 posts enabled the accounts to reach millions of Americans. These posts were specifically designed to persuade followers to take action, educate them on current happenings of the campaign, promote MAN1’s content and campaign rapid response.

Utilizing Facebook, CA garnered a substantial following for the DCH page and gained a valuable source of imparting MAN1’s messaging. With over 50 million people reached, millions of post engagements and tens of thousands of “Likes”, the page enabled MAN1 to directly engage individuals on a channel they use to gather and distribute messaging daily.

CA’s digital and creative team also employed the handle “[@HillarysCrooked](#)” on Twitter to accumulate over 1.5 million impressions, 20,000 Retweets, 22,000 likes, and more than 8,400 followers.

The addition of a YouTube account enabled CA to post advertisements produced by the Super PAC online for easy access. DCH's YouTube account gained 1,100 subscribers and its' 35 videos received over 3 million views. Partnered with the 24 million views received from sharing the videos on DCH's Facebook and Twitter accounts, the videos received almost 28 million views online alone.

A major contribution to the effectiveness of MAN1's social media presence was CA's team closely monitoring the status and actions of the Clinton campaign and election in order to react in real-time. As news broke, followers and viewers were quickly provided updates and information from MAN1's social media accounts, thus legitimizing the channels.

The effort, effectiveness and precision of the CA team was demonstrated by their preparation and swiftness of response to the happenings of the campaign. During times of optimal traffic, CA was prepared to break through the increased levels of user interaction to maximize the reach of the SuperPAC.

For each Presidential and Vice Presidential debate, debate documents were drafted in advance that included nearly 100 pre-made posts, graphics and gifs specially tailored to react to topics of discussion and target our audiences during a time of high social media usage.

Throughout the campaign each account showed continued traction and reach due to the constant maintenance and efforts of the CA team.

Email Test

Cambridge Analytica uses psychographic profiling (i.e. personality scores) to specifically tailor advertising to a person or group of persons. Tailoring advertising to an individual's specific personality should drive behavior to a greater extent than generic messages. Using CA's national database of donors, we were able to match MAN1 signups to their corresponding personality, and tailor messaging directly to them to test open rates, conversion of donors, and call-to-action.

This approach is based on decades of research in personality psychology with a special emphasis on the so-called "OCEAN Big 5."

In brief, the OCEAN Big 5 model suggests that human personality is made up of five major domains (the first letters of which spell out the acronym OCEAN):

Openness: a measure of the degree to which people enjoy new experiences

Conscientiousness: degree to which people prefer plans and order

Extraversion: degree to which people enjoy being with others

Agreeableness: degree to which people put others needs before themselves

Neuroticism: a measure of a person's emotional stability (or lack of stability) and propensity to worry.

Each person has a personality that is a hybrid of each of these domains. Knowing a person's personality score provides insights into the kinds of messaging to which he or she might be especially receptive.

With this in mind, Cambridge Analytica ran two email campaigns with different types of personality based email subject lines. In both cases, subject lines were developed specifically for individuals with high scores on the neuroticism domain.

In the first email message, a subject line was developed which was designed to appeal to people with high neuroticism scores. Specifically, the email subject line was designed to be reassuring to people who ordinarily might have a propensity to worry. The subject line read:

Preserve Freedom and Overcome Hillary's Candidacy

This subject line was sent to some people with high neuroticism scores and some people without such scores.

As expected, the email with the tailored subject lined produced 20% better open rates when sent to people with high neuroticism scores than when it was sent to people without high neuroticism scores.

In the email campaign, three types of email subject lines were sent to people with high neuroticism scores. Some suggest of the subject lines were designed to be reassuring (e.g. "**Calm the storm, stop Hillary**"), some were designed leverage a fear appeal (e.g. "**Electing Hillary destroys our nation**"), and some were generic (e.g. Information from Make America Number 1).

Overall, the fear based email subject line produced the best results. The fear based subject line resulted in 10% more email opens than a generic message, and a nearly 20% larger open rate than the reassuring subject line.

These email campaigns demonstrate the effectiveness of psychographic profiling for enhancing email marketing campaigns.

Television

Four major television buys were placed over the course the DCH.

1. Cut, 10/9
2. Can't Run Her House (Michelle Obama Ad), 10/24-11/1
3. Race of a Lifetime (Drugs Ad), 10/24-11/1
4. Questions, 11/2-11/8

'Cut' ran for one night, during the second Presidential debate, in Ohio and Pennsylvania. The goal was to reach a maximum number of Principal Audience households, within our budget. 'Cut' bracketed the debate running either directly before, or directly after, depending on the exact station. The ad delivered 1.5M impressions in its' one night.

'Can't Run Her House' ran for two weeks in Florida. The buy was placed following an Ad Recall and Impact Survey conducted by CA. The survey indicated the ad moved women away from Clinton,

swinging Clinton's unfavorables by nearly 16 points among some demographics. Using this data, CA isolated persuadable women in FL based on the Principal Audience, then selected the networks - cable or broadcast - and carrier (Comcast, Charter, etc.) to best serve 'Can't Run Her House' to these audiences. The Communications team at both MAN1 and CA worked together to place multiple stories about the buy and the metrics behind it. MAN1 even drew a Cease and Desist from the Clinton campaign, a true sign of the effectiveness of this ad.

'Race of a Lifetime' ran for two weeks in Florida. The buy was placed in the Panhandle, in high density conservative areas. Similar to the above, CA used the Principal Audience to isolate regions where high Republican turnout is imperative to the outcome statewide. 'Race of a Lifetime' and 'Can't Run Her House' ran during the first week of Early Vote. Panhandle was delivered to nearly 1.6 million voters.

Expenditure

MAN1 paid CA a total of \$5,593,648. Of this, \$3,868,714 - roughly 70 percent - went to delivering messaging directly to voters with the remainder going to overhead. Overhead included the retainer, the Evangelicals data acquisition, and the polling conducted by CA.

Retainer and data: \$1,377,934
Digital Ad Delivery: \$2,534,657
Television Ad Delivery: \$1,211,072
Web Development: \$12,985
List Building: \$110,000
Polling: \$347,000

Conclusion

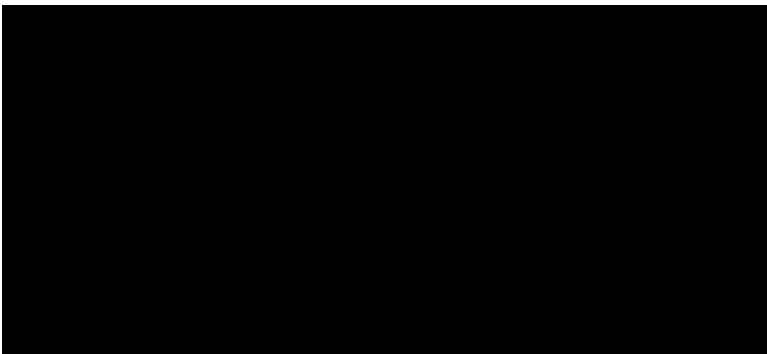
MAN1 set out to run a highly targeted, data driven, financially transparent Super PAC. This ambition alone, set it apart from other groups, both past and present. The ability of the organization to move quickly in drafting creative, placing ads, and measuring impact made MAN1 an elite and imperative component to Donald Trump's success and Hillary Clinton's ultimate demise. The entire MAN1 team should take confidence in the knowledge that we did work other groups and individuals were unwilling to do in defeating Hillary Clinton.

Looking forward to the 2018 and 2020 elections, MAN1 still serves a purpose by collecting, and refining data for use advancing policy and directly advocating for or against candidates.

In the event MAN1 remained operational, our recommendations are to heavily invest in Hispanic data collection through survey research, third party data scraping, and digital targeting. The Hispanic portion of the electorate is only growing, and for Trump, or any other Republicans, to be successful in the future, understanding the messaging and targeting of Hispanic voters is paramount. We additionally suggest investing in voter registration efforts in states like Michigan, Nevada, Colorado, Arizona, New Mexico, and Texas. While some of these states voted for Trump, the margin of victory for conservative candidates is shrinking as years go by (Texas and Arizona) while other states have seen a demographic shift that is moving them out of the 'swing' state column to a safely blue state, making national success more challenging for candidates down the road.

Additionally, using what we learned about targeting, the principal audience, and messaging MAN1 is well positioned to lean into Trump policies, and the policies of a majority Republican Congress and Senate. Advancing these policies, through direct messaging to voters lays the groundwork for a

Trump reelection, and down ballot success for years to come. We recommend continuing with the above methodology of drafting creative, delivering it to a principal audience, and measuring its impact specifically centered around the policy initiatives of President Elect Trump.



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Cambridge Analytica Meeting

From: Alexander Nix [REDACTED]
To: Corey Lewandowski [REDACTED]
Cc: Kellyanne Conway [REDACTED], Brittany Kaiser [REDACTED]
Date: Mon, 08 Jun 2015 10:57:36 +0000

Dear Corey,

I understand from Kellyanne Conway that you very kindly agreed to meet us again, to continue discussing how we could use behavioural analytics to help Mr Trump build his base. I am scheduled to be in NYC again next week, and wondered if you had any availability to meet on Monday 15th?

With many thanks
Alexander

Alexander Nix
CEO

[REDACTED]

CA Cambridge Analytica

[REDACTED]

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CONFIDENTIALITY REQUESTED: CONFIDENTIALITY REQUESTED: CONFIDENTIALITY REQUESTED

From: Sabhita Raju [REDACTED]
Subject: Re: Trump Contract
Date: October 12, 2015 at 08:57
To: Julian Wheatland [REDACTED], Alex Tayler [REDACTED], Kieran Ward [REDACTED], Pascal Bugnion [REDACTED]
Cc: Brittany Kaiser [REDACTED], Alexander Ashburner Nix [REDACTED], James Hillier [REDACTED]

SR

Julian

A few questions and comments in the attached for your consideration.

Perhaps the questions are already answered in the main contract and if so, fine, though it may be prudent to repeat some of the definitions and restrictions in the appendix also.

If not, there needs to be clarification on what is being handed over to them, what data they and CA own or have access to, some cautious caveats on the state of the national voter file, as well as limitations on the volume of remote support to be provided.

Sabhita

From: Julian Wheatland [REDACTED]
Sent: 12 October 2015 14:34
To: Alex Tayler; Kieran Ward; Pascal Bugnion; Sabhita Raju
Cc: Brittany Kaiser; Alexander Ashburner Nix; James Hillier
Subject: Trump Contract

All

Trump contract is getting close to being signed. Please find attached latest version of services and deliverables. Please note that, additional to what was previously discussed, we will have to provide:

- Twice monthly analytics reports on supporter and donor profiles
- Ongoing analytics including segmentation of target audience groups across all states and ongoing refinement of audiences using CA's proprietary methodology
- A team of analysts selected and managed by CA will be available remotely to the Client to refine and present analytics findings

This is potentially a significant extra resource requirement.

We have a 'spend' cap of \$500k over 90 days and we only get paid for donations raised (100% until costs covered and then 15% thereafter) and supporters registered (\$1 per supporter).

I suspect the last two items may need some boundaries put on them. Thoughts?

Julian



DJTFP%20Servi
ces%20...R.docx

From: Robert Murtfeldt [REDACTED]
Subject: Re: Trump Channels
Date: May 8, 2016 at 23:35
To: Matthew Oczkowski [REDACTED]
Cc: Brittany Kaiser [REDACTED]

Thanks, Matt.

This is helpful. I know about Alexander and Corey Lewandowski since September last year. That's great regarding Rick Wiley and Paul Manafort. Let's use your channel then as the primary channel and I will re-work Sam Clovis as mere soft background reference (and not a channel).

Is that okay? Please confirm. Think of it as mobilization of the elder's chatter.

On a separate yet related note I was also introduced in Alexandria on Tuesday to a Michael Glassier contact.

His name is Brad Jones and he was interviewed last year by Glassier to join the Trump campaign (but Brad refused). Glassier joined Trump in July 2015 as the National Political Director and is today Deputy Campaign manager. If there is use of the Brad/Glassier contact let me know.

For Brad see: <https://www.linkedin.com/in/bradleycjones>

Given the unstable nature of the presidential campaigns the more contacts the better it seems.

(I heard that Barry Bennett is soon out).

R

On 8 May 2016 at 23:01, Matthew Oczkowski [REDACTED] wrote:

Alexander and I are circling and campaign manager and political director - rick wiley is making all decisions on this front and I'm already in with him (for obvious reasons) - I told him that we (CA) would work directly with him and Paul as to not go around him and piss him off

Sent from my iPhone

On May 8, 2016, at 10:48 PM, Robert Murtfeldt [REDACTED] wrote:

Dear both,

My contact requested some talking points for her call tomorrow.

I quickly drafted the attached tonight. I've put some generic yet encouraging information on CA into the one pager and I am developing a section on international communications for Trump to have a second card to play. If helpful/wanted I can put int'l coms first and CA second.

Any thoughts on the attached and/or internal follow-up on below would be great.

Do we have a contract in sight through the Scott Walker contact in the Trump campaign?

Best wishes,
Robert

On 8 May 2016 at 20:46, Robert Murtfeldt [REDACTED] wrote:

Thanks, Matt.

I am very happy if this is the case but this needs re-confirmation.

Alexander wrote me this morning:

----- Forwarded message -----

From: Alexander Nix [REDACTED]
Date: Sun, May 8, 2016 at 5:53 AM
Subject: Re: PRIVATE & CONFIDENTIAL
To: Robert Murtfeldt [REDACTED]

Thanks Robert

(1) I suggest you use your skills of persuasion to impress on Jan the quality of the work we did for CfP and how much we can help Trump

(2) Thereafter, if she offered to introduce you to the Trump team, then you should accompany her and do your best to pitch CA

(3) If I can help - I am on standby, and might be coming to the US today...

A

Can you please elaborate by what you mean "we are all set with Trump"?

Thanks,
Robert

On 8 May 2016 at 20:41, Matthew Oczkowski [REDACTED] wrote:

We are all set with trump - no other channels are needed. Sam is a field guy and wouldn't be helpful for what we do anyway.

Sent from my iPhone

On May 8, 2016, at 6:29 PM, Robert Murtfeldt [REDACTED] wrote:

Dear Matt,

I am writing as on my end an opportunity emerged for us to pitch through an intermediary Sam Clovis tomorrow.

Clovis is Trump's campaign co-chair.

I sought clearance for this from Alexander, which I received this morning whilst he boarded a plane for meetings in NY (I understand that is through Steve Bannon). Brittany (in copy) stressed that you have an additional channel in Alexandria and I am keen to coordinate that my channel reinforces yours and/or is pursued in addition without interfering in anything already achieved.

Can you give me a call on the number below when you have a free moment this evening?

Cheers,
Robert

Sent from my BlackBerry
[REDACTED]

<Talking Points for Jan.pdf>



Dr Kellie Leitch

Engaging Supporters Through Data and Digital Marketing

cambridgeanalytica.org

About Cambridge Analytica

Cambridge Analytica is a global leader in data-driven market research and communications, assisting political campaigns, advocacy organisations and commercial brands to understand their audiences and better connect with individuals about the things that matter to them.

Challenges and Opportunities

With extensive experience serving in two different cabinets under former Prime Minister Stephen Harper, Dr Kellie Leitch is running in 2017's federal Conservative leadership race. In order to identify and engage voters and supporters, Leitch needs an innovative approach.

Cambridge Analytica proposes to design and implement a cross-platform digital campaign that will help Leitch identify new target supporters and communicate in a way that resonates with them individually. We will use our digital marketing infrastructure to identify target segments, and advertising can be crafted to appeal to viewers' preferences and interests, giving the Leitch campaign a powerful advantage over traditional approaches.

Cambridge Analytica suggests that this campaign be executed over a minimum period of three months, ensuring adequate target "touches" to enable recall. Cambridge Analytica can also turn creative assets provided by the Leitch campaign into ads that will be refreshed with sufficient frequency to avoid audience fatigue, or our creative team can create collateral from scratch.

As previously discussed with the campaign team, CA proposes to structure the campaign in such a way that it initially prioritises recruitment of new members to the Conservative Party before transitioning into a persuasion campaign (to drive support amongst party members for Dr Leitch's candidacy) and voter mobilisation (to drive turnout amongst supporters).

Our digital marketing services will provide the Leitch campaign with a powerful toolkit to communicate with individual Canadian voters, and we look forward to building a positive and productive relationship that puts the campaign at the global forefront of data-driven advertising.

Proposed Workflow and Budget

Digital Marketing

CA will use our digital market infrastructure to find target segments of the Canadian electorate likely to be receptive to Dr Leitch's policy platform. CA's digital marketing team will then design and manage a cross-platform digital marketing campaign that targets individuals with audience-specific messaging strategies. The digital campaign will deliver tailored creative content across websites and social media, serving multiple impressions of the content to target individuals.

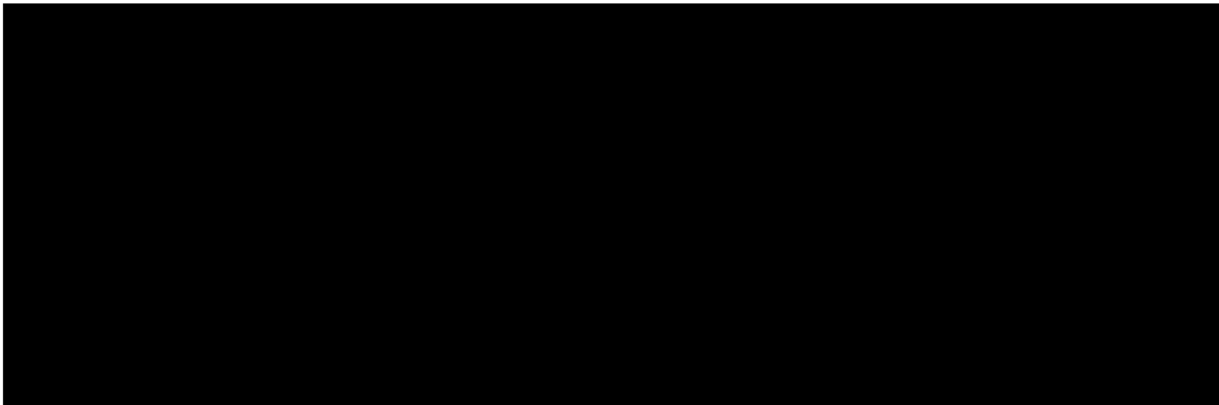
This digital campaign can potentially make use of anonymised individual targeting of Breitbart.com visitors from Canada, a service that CA can provide as the only digital marketing agency licensed by Breitbart to leverage their site traffic for digital marketing purposes.

Throughout the life of the campaign, CA will provide updates on the campaign's performance across a range of key performance indicators, including cost per action, click-through rate, and other metrics as appropriate. Upon the campaign's conclusion, a final report will be produced detailing campaign performance and providing the creative pieces used.

Indicative Budget

Digital Marketing Campaign and Creative Production (minimum of \$20,000 per month in advertising spend)	13% of expenditure + Fees for Creative Production*
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*Approximately \$325 per concept including resizes, with small fees for editing across segment groupings



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Fwd: CA--ATTORNEY PRIVILEGED WORK PRODUCT AND ATTORNEY CLIENT PRIVILEGED CORRESPONDENCE

From: Brittany Kaiser [REDACTED]
To: Paul Hilder [REDACTED]
Date: Thu, 12 Apr 2018 13:24:54 +0000

Begin forwarded message:

From: "Sabhita Raju" [REDACTED]
Subject: Re: CA--ATTORNEY PRIVILEGED WORK PRODUCT AND ATTORNEY CLIENT PRIVILEGED CORRESPONDENCE
Date: July 31, 2015 at 19:07:32 GMT+1
To: "Levy, Larry" [REDACTED]
Cc: "Alex Tayler" [REDACTED] "Alexander Nix" [REDACTED] "Brittany Kaiser" [REDACTED]

Larry

Please confirm that we need to send the complex agreement covering the full service offering to you and the more simple email validation contract to Stefan.

Grateful if you could let us have Stefan's email address. Copying colleagues who are preparing the documents and will take it from here.

Kind regards
Sabhita

On 27 Jul 2015, at 19:53, Levy, Larry [REDACTED] wrote:

Sabhita,

I've worked out a tentative arrangement with Nick Ryan of the American Future Fund (AFF), an Iowa based c-4 that supports conservative causes. It is allied with Senator Grassley, and is currently supportive of Huckabee. Nick will make an arrangement whereby he will design a message from AFF, to go out to your list untested R donors/citizens. Anyone who responds to AFF will become part of his list, as well as your list, and you can review the backend to determine if non-responses went through to good addresses and simply aren't interested in responding to AFF's ask. The message would probably be about Iran.

We could have Becki D. or someone else we work with push out the message, that way you have full control and know you can get to the back end. Or, Nick uses either Direct Response or Abundant Media for direct mail, both he believes would cooperate but we haven't taken the next step of asking them.

I told Nick we could potentially produce 50,000 to 250,000 email addresses for this

project, either in one giant push or in segments. And, because it is a c-4, not a political entity, we can view this as an in kind contribution or joint effort that doesn't get separately reported as an expense to the FEC.

Let me know if you still want to pursue this type of tact to further clean your lists. And sorry for the delay, I had to get Nick's attorney and him to buy into the program. And, of course, we still expect to take the KTP I website live this week and can start to push things out through it.

We will need a contract for Cambridge and KTP I, similar to what you sent to KTP II, to make this work. And, of course you still have to maintain the firewall from any of the direct campaign work, such as Cruz and Carson. Since I'm counsel to both sides of this equation, we are going to have Stefan Passantino, the lawyer for KTP II represent the Super PAC for the purpose of finalizing the contract between CA and KTP I.

Larry

LARRY A. LEVY
Counsel

BRACEWELL & GIULIANI LLP

<imaged223de.JPG>

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Subject: FW: DATA QUESTIONS: ATTORNEY WORK PRODUCT AND ATTORNEY CLIENT PRIVILEGED COMMUNICATION

From: "Levy, Larry" [REDACTED]

Date: Mon, 24 Aug [REDACTED]

To: Alexander Nix [REDACTED]

Kyriakos Klo [REDACTED]

Alex Tayler [REDACTED]

Brittany Kais [REDACTED]

Good day,

Please see below, who should I discuss these questions with, and when. We may need to arrange a conference call with Kellyanne, but in the first instance I need answers to the below questions in order to finally get this resolved.

We need to better understand the cost factors, certainly the 15% management fee on all gross advertisement expenditures is a matter I've previously raised, and the costs of the set-ups etc. in the fee structure need to be better explained.

Kellyanne has also asked about recourse for non-performance by CA in terms of delivering good lists, developing supporters, etc.

I can schedule a call for tomorrow morning if that works, or am happy to review an email response first and then see if we need to talk further.

Thanks for your assistance, this has been an exercise in pushing the rock up a steep hill, but we are close to the summit.

Larry

From: Levy, Larry

Sent: Monday, Aug [REDACTED]

To: Alexander Nix [REDACTED]; Sabhita Raju [REDACTED]

Subject: FW: DATA [REDACTED] T AND ATTOR [REDACTED]

COMMUNICATION

Alex,

Trying to get this contract done, need to get answers to the below questions. The other lawyer has also raised an issue about the 15% management fee, as did I, awaiting his written comments.

Larry

EVY



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From: Kellyanne Conway [REDACTED]
Sent: Saturday, August 1, 2015
To: kyriakos.klosidis@[REDACTED]
Cc: Levy, Larry; bekah@[REDACTED]
Subject: DATA QUESTIONS [REDACTED] RK PRODUCT AND ATTORNEY CLIENT PRIVILEGED COMMUNICATION

Hi Kyriakos –

I am President of Keep the Promise I, and look forward to working with you and your colleagues at CA.

As the lawyers complete the paperwork, and the data hygienists complete their work on your data files, I wanted to ask a couple of questions:

- Do you know who our "tech team" will be? I've really only heard from the sales force. I'd like to get acquainted with them ASAP. We recently had an all-hands call among vendors and senior team and due to the current legal process, CA was missing. We'd like to connect and get everyone working together as soon as possible. Several of our team members (including me) have worked with CA previously.
- Does CA already own the GOP Iowa Caucus attendee list that includes actual caucus attendees going back many cycles? Is this part of the data hygiene and list-building effort?
- Will the "clean" data profiles include registered Republican and Libertarian/third party/unaffiliated/no party voters?

As we think about our broader strategies for the mail/phones/digital efforts, these answers are central.

Thank you.

Kellyanne Conway

Call for Mercer family

From: Amanpreet Mann [REDACTED]
To: Brittany Kaiser [REDACTED], Brittany Kaiser
Date: Mon, 29 Aug 2016 16:54:27 +0000

Hi Brittany,

We received a call in the DC office from William Gheen. He introduced himself as the president of Americans for Legal Immigration PAC. He is helping Kelli Ward beat John McCain. He wanted to reach out to the Mercer family in the same regard. He left his contact details: [REDACTED]

I'm not sure who would be the best person to handle this but thought to send this to you considering you and Al pitched Kelli Ward earlier.

Thanks
Aman

Referendum UKIP notes

From: Brittany Kaiser [REDACTED]
Date: Tue, 03 Nov 2015 05:50:05 +0000

Oldham -

1.5 million people -

3 databases - 1st membership database 40/50,000 names & details
Canvassing data from general election and the by election - but a mess, no consistent standard
All of our online engagement data - Facebook & Nigel Farage
Breitbart facebook & user data, which we can also potentially make use of

Cannot give the database

to provide data for the right purposes

what we can do is full access to analyse and produce -

Permissible use of our data -YES

If we produce results based up on this -

Leave.Eu paying - the cost of allowing us to use

Collateral contract - we are processing it

Membership data - University of Nottingham did a full survey 8%

API into the data

100,000 member by the end of the year (now at 40,000)

Arron has in mind for there to be a proposal for rebranding of UKiP

VoteLeave.Eu are off the mark completely

- 1) We are light-years ahead of everyone else
- 2) Element of thought leadership involved - Leave.Eu is the one to put their weight behind

10 people on the commission - all major political parties on the commission all non-lords

"Caseworker" - CMS system for voters

Voter Gravity have some of their data - but only 30 constituencies in to the system

All electoral rolls are available - publicly available

Some marked registers - some paper copies, some digital copies

Leitrim House - somewhere in Devon - Thursday

Relatively happy with

Reletively - until the designation is decided upon

-Voter turnout

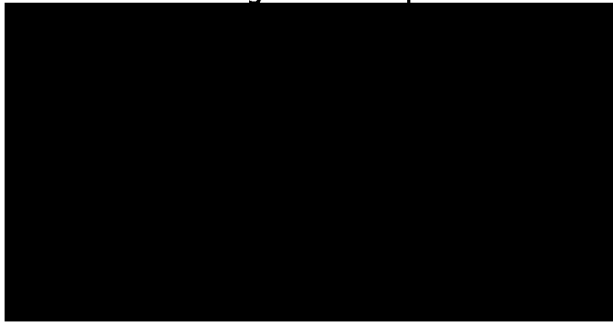
Phillip Coppel from Cornerstone - Johnny data guy!

Very helpful -

- 1) Can Matt get his data guy up here?
- 2) If we can get that intro for legality
- 3) Letter of authorisation for contacting the electoral register

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



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IMPORTANT READ THIS - Leave.EU Update and Arrangements

From: Julian Wheatland [REDACTED]
To: Brittany Kaiser [REDACTED] Pere W. Brown
[REDACTED] David Wilkinson [REDACTED] Jordanna Zetter
Cc: Alexander Ashburner Nix [REDACTED]
Date: Tue, 10 Nov 2015 22:03:22 +0000

All

I had a call with Andy Wigmore today (Arron's right hand man) and he confirmed that, even though we haven't got the contract with the Leave written up, it's all under control and it will happen just as soon as Matthew Richardson has finished working out the correct contract structure between UKIP, CA and Leave.

Preparations for Brittany's presentation next Wednesday (18th) are well underway:

- The presentation will be at the House of Lords at 11:00am
- It will be televised and SKY will be running some live coverage
- There has been huge press interest in the presentation and press are very curious about the scientific techniques of CA
- There will be around 150 people in the audience (50-60 of whom will be press)
- Afterwards there will be press interviews by request (maybe interviews with Brittany)

The dinner will take place at 5 Hertford Street the following evening, Thursday (19th). Attendees will include:








- Nigel Farage
- Simon Heffer
- Barclay Brothers
- Et Al







David – do you have some insights from the UKIP data that you can start to share? When are we getting the rest of the data?


Pere – I will be on a plane during the House of Lords presentation, so please can you plan to attend with Brittany (and possibly also Jordanna). We are not yet sure who/how many will be required on Thursday evening. We need to start preparing Brittany's presentation, which will involve working with some of the insights David has been able to glean from the UKIP membership data. Can you take the lead on this please and coordinate a call with Brittany and David tomorrow?

Jordanna – Brittany needs a brief on how to field a variety of questions about CA and our methodology, but also SCL, Rest of the World, SCL Defence etc... Can you please work with Harris, and get input from Alexander, and produce some 'line to take' notes?

Thanks
Julian

Cambridge Analytica								
	Project Name	Project Value	Start Date	End Date	PM	Status	Issues	Action Required
	Cruz		March-15		SR		1. Payments	1. SR to have a call regarding o/s invoices on 22/12
	Carson	\$534,835	May-15		JH		1. New Project Manager 2. 2 invoices still not paid	1. To hire a PM (MM) 2. SR to schedule a call with Barry to confirm cheque was sent last week
	Humane Society	\$62,000	Jan-15		KK		none	none
	Philanthropy Round Table	\$374,113.00	Sep-15		PWB		1. Invoice overdue	1. PWB/ AT to follow up
	Heritage Foundation	\$20,000	Dec-15		KK/JH		1. Managing digital advertising campaign	1. Molly to manage digital campaign services
	KTP I	\$292,000	Nov-15		KK		1. Contract	1. KK to check if contract has been signed
	Roy Blunt	\$24,000.00	Oct-15		HM		none	none

	The Thom Thills Committee	\$25,000			SR		1. Outstanding invoice	1. Should be paid by the end of the year
	PCI	\$26,000	Oct-15		JH MS		1. Molly in charge of digital ad spend, low number of subscribers	1. To reach a minimum of 200 subscribers (MS)
	Leave EU	Total value: approx. £1mln = \$1.5mln	Dec-15		JW PWB		1. Contract in agreed form (meeting the client 1 st week of Jan)	1. Report to be produced (PWB)
	Carson Connect	\$29,000	Dec-15		EK		1. Invoice still not paid	1. SR/ JH to chase payment
	California Chamber of Commerce	No value (Charity pot)	15-Jan		LK/JH		No issues	No issues
	Goldline	\$53,000					1. Contract	1. Contract to be signed in Jan (JW)

SCL Social								
	Project Name	Project Value	Start Date	End Date	PM	Status	Issues	Action Required
	Kenya	\$10,000	Dec-15	April-16	SR/JH	Active	<div><div>1. Review the need and cost of services provided by Dr Kiss</div><div>2. Dashboard</div></div>	<div><div>1. To discuss capacity of data team with Josh (research and data analysis)</div><div>2. JH, KW, JB to discuss dashboards (factors to consider: agreed budget, timelines and in-house capacity).</div></div>

Fwd: Re: Counsel's Advice - Processing UKIP Data and General Advice

From: David Wilkinson [REDACTED]
To: Brittany Kaiser <[REDACTED]>
Date: Fri, 20 Nov 2015 16:05:11 +0000
Attachments: smime.p7s (5.14 kB)

----- Forwarded message -----

From: "Matthew Richardson" [REDACTED]
Date: 20 Nov 2015 11:06 a.m.
Subject: Re: Counsel's Advice - Processing UKIP Data and General Advice
To: "Julian Wheatland" [REDACTED]
Cc: "David Wilkinson" <[REDACTED]>

Julian,

I have spoken to Philip about this and there is some confusion at our end about where this data is coming from and going to.

Our advice was based on the following premises:

- CA receives Personal Data from UKIP
- CA combines that Data with other legitimate sources and processes it
- CA produces a series of models of likely supporters and profile of ideal messaging for each which contains no Personal Data("the Analysed Dataset")
- CA returns that Analysed Data to UKIP
- As the Analysed Dataset contains no personal data UKIP are free to give that Analysed Dataset to anyone else to do with what they wish. UKIP will give the Analysed Dataset to Leave.EU

Could you please confirm that the above is correct?

Do I also understand correctly that CA then intend to use the Analysed Dataset and overlay it on Leave.EU's legitimately acquired data to infer (interpolate) profiles for each of their supporters so as to better control the messaging that leave.eu sends out to those supporters?

Is it also correct that CA then intend to use the Analysed Dataset and overlay it on publicly available data to infer (interpolate) which members of the public are most likely to become Leave.EU supporters and what messages would encourage them to do so?

If these understandings are not correct please let me know and I will give you a call to discuss this.

Many thanks,

Matthew

From: Julian Wheatland [REDACTED]
Date: Friday, 20 November 2015 00:08
To: Matthew Richardson [REDACTED]
Cc: 'David Wilkinson' [REDACTED]
Subject: FW: Counsel's Advice - Processing UKIP Data and General Advice

Matthew

—

Can you comment on David's concern?

-

Kind regards

Julian

-

From: David Wilkinson [REDACTED]

Sent: 19 November 2015 23:03

To: Julian Wheatland [REDACTED]

Cc: [REDACTED] Jordanna Zetter [REDACTED] Alexander Ashburner Nix [REDACTED]

Alex Tayler [REDACTED] Pere W. Brown [REDACTED]

[REDACTED] Sabhita Raju [REDACTED] Brittany Kaiser [REDACTED]

Subject: Re: Counsel's Advice - Processing UKIP Data and General Advice

-

Hi Julian, thanks for this.

I have some concerns about what this document says is our "output" - points 22 to 24. Whilst it includes what we have already done on their data (clustering and initial profiling of their members, and providing this to them as summary information), it does not say anything about using the models of the clusters that we create to extrapolate to new individuals and infer their profile. In fact it says that our output does not identify individuals. Thus it says nothing about our microtargeting approach typical in the US, which I believe was something that we wanted to do with leave eu data to identify how each their supporters should be contacted according to their inferred profile.

For example, we wouldn't be able to show which members are likely to belong to group A and thus should be messaged in this particular way - as the identification of these people would constitute personal data. We could only say "group A typically looks like this summary profile".

Brittany and I are going to Leave.EU HQ tomorrow (Friday) and thus it would be really useful to have this clarified early on tomorrow, because I was under the impression it would be a large part of our product offering to our UK clients.

Many thanks,
David

On 19 Nov 2015 8:41 p.m., "Julian Wheatland" [REDACTED] wrote:

All

-

Please find attached the written advice from Queen's Counsel on the question of how we can legally process data in the UK, specifically UKIP's data for Leave.eu and also more generally.

-

Julian

Re: Call when you can

From: Al Han [REDACTED]
To: Brittany Kaiser [REDACTED]
Cc: Amanpreet Mann [REDACTED]
Date: Mon, 21 Mar 2016 18:49:51 +0000

Brittany

I'm leaving office for DCA now. I know you are swamped, *so ONLY if possible*, may I suggest you call Mei Mei, to answer questions to we can begin work.

Thanks; will check messages later.

Al

On 21 March 2016 at 11:43, Mei Mei Huff [REDACTED] wrote:

Brittany,

Another important clarification needed. The following is your propose timeline:

- a. Phase A: Week 1 – Week 2
- b. Phase B: Week 2 – Week 4
- c. Phase C: Week 4 – Week 8

The problem is we don't have 8 weeks to get your final product in Phase C, to do our mail or other programs. Since the scope of work has been reduced, how long would it take you to give our campaign the products in Phase C for us to run our programs?

Thank you,
Mei Mei Huff

[REDACTED]

-----Original Message-----

From: Brittany Kaiser [REDACTED]
To: Mei Mei Huff [REDACTED]
Cc: Al Han [REDACTED]
Sent: Mon, Mar 21, 2016 11:12 am
Subject: Re: Call when you can

Dear Mei Mei,

Not a problem, I aim to answer questions as quickly as I can between meetings (sorry for a slight delay on this one).

As for the data files we provide, they will all have correct mailing addresses.

The emails we have however are used to be onboarded for digital marketing campaigns. Since the laws dictate that campaigns cannot send unsolicited emails, we need to match the individuals and their emails to online profiles to serve them digital ads. Once they sign up to support Bob, then we can email them accordingly, but the most important thing to do is to drive them to become supporters and pledge their support by opt-ing in.

We can either work with your digital partner to execute this effectively or we can run this ourselves, as outlined in the proposal, which is a 13% management fee on the digital media spend, plus 2% extra if

we are doing the creative.

With my best,

Brittany

On 21 March 2016 at 16:00, Mei Mei Huff [REDACTED] wrote:

Thank you Brittany for your quick response. In the data files you provide, would it include mailing and email addresses?

Mei Mei Huff
[REDACTED]

-----Original Message-----

From: Brittany Kaiser [REDACTED]

To: Mei Mei Huff [REDACTED]

Cc: Al Han [REDACTED]

Sent: Mon, Mar 21, 2016 8:50 am

Subject: Re: Call when you can

Good day Mei Mei,

Lovely to hear from you. The 300,000 individuals would be a final product, after the matching process and modelling. These would be the "cream of the crop" so to say, of high-turnout Republicans modelled to support Bob.

Once this universe is matched and modelled, we would identify the most persuadable audience and license the top tier to you for outreach. You would have access to their psychographics (with messaging guidance), as well as other models such as which issues they care about, their turnout and partisanship scores.

Additionally, we can assist you with the digital campaign if your fundraising allows, though you do not need to commit to this straightaway until you are comfortable with a further budget.

Do not hesitate to get back in touch. We are looking forward to supporting your good work and propelling Bob's campaign forward.

With my best wishes,

Brittany

On 21 March 2016 at 15:44, Mei Mei Huff [REDACTED] wrote:

Good morning Brittany & Al. Thank you for your patience in working with me. I have another question regarding the 300,000 universe -- Is the 300,000 voters database defined as the final product of 300,000 likely voters for Bob that we can use for our outreach programs or 300,000 raw data from PDI that Cambridge will use as the base to which you will apply your matching process?

Thank you,
Mei Mei Huff
[REDACTED]

-----Original Message-----

From: Brittany Kaiser [REDACTED]

To: Mei Mei Huff [REDACTED]

Cc: Al Han [REDACTED]

Sent: Fri, Mar 18, 2016 11:49 am

Subject: Re: Call when you can

Thanks Mei Mei,

Just as a note, if you need all of the data analytics work, clustering, psychographic messaging, and data licensing (contact lists with relevant data points and models, etc) to fit into 20K, we can do it, just for a smaller target audience. Narrowing it down to around 300K targets or slightly more.

Any expenditure past that would be depending on how much you would want to spend on a digital campaign, which we would strongly suggest to secure Bob's support base with the below 50's age group down to first time voters.

Looking forward to working with you both!

With kindest regards,

Brittany

On 18 March 2016 at 14:15, Mei Mei Huff [REDACTED] wrote:

Sorry to miss your call, Al. I need to change my message; I am in town. I am staffing Bob to various meetings today. We are at LA Times; Bob is in an endorsement interview now. We have several back to back meetings. I will call you when I can. Thank you for following up.

Mei Mei Huff
[REDACTED]

Sent from my iPad

On Mar 18, 2016, at 8:01 AM, Al Han [REDACTED] wrote:

Good Morning Mei Mei

Just called your office and heard your outgoing message; you're out of town.

Please call me at your convenience to clarify a few points from the proposal. This will include the modeling, personality clusters, and voter files.

We want to get this going for Bob right way.

Thanks,
Al

--

AL HAN
Special Advisor, USA
<https://CambridgeAnalytica.org>
[REDACTED]

--

Brittany Kaiser , PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



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Director of Program Development




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Brittany Kaiser , PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



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AL HAN

Special Advisor, USA

<https://CambridgeAnalytica.org>



Re: Dish USA update

From: Alexander Nix [REDACTED]
To: Brittany Kaiser [REDACTED]
Cc: Alex Tayler [REDACTED], Ed DeNicola [REDACTED], Duke Perrucci [REDACTED]
Date: Tue, 29 Nov 2016 11:38:49 +0000

Well done Brittany

I spoke to Chase last week as well and he reiterated Candy's strong desire to meet with the Trump administration team ASAP

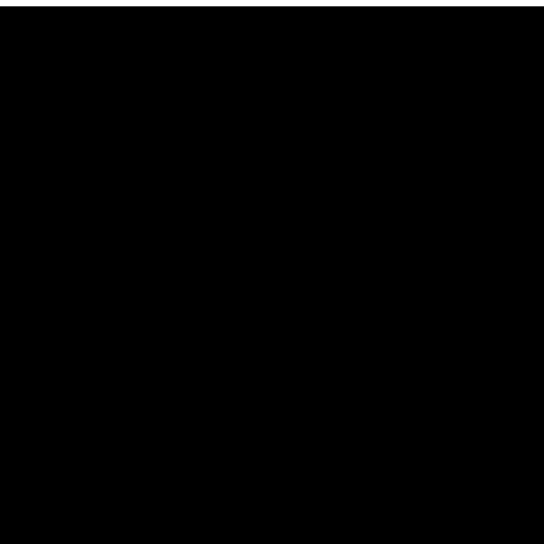
Reading between the lines: I think that Dish are frightened that their overwhelming support for the Democrats will come back to haunt them and are quickly seeking to change allegiances.

Not wanting to diminish your hard work, but I suspect that the impetus behind the desire to explore a deal with CA, has less to do with CA and more to do with our relationship with Trump team. Nonetheless, we should seize this opportunity to get a deal done.

As soon as a deal is signed, I would be pleased to introduce the family to Bekah, Steve, Jared, Flynn etc etc etc

A

Alexander Nix
CEO



[http:// cambridgeanalytica.org](http://cambridgeanalytica.org)

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On 28 Nov 2016, at 22:55, Brittany Kaiser [REDACTED] wrote:

Hi guys,

I spent time over the weekend in Colorado and have some great news so far on the strategic partnership with Dish USA for the TV DMP (see attachment below for a reminder of the concept note).

Charlie and Cantey Ergen read it and are helping us move forward. Charlie forwarded it to a team of his colleagues last week, headed by Warren Schlichting (EVP, Programming, Marketing & Media Sales), who is exactly the person Ed expected us to negotiate with.

Chase and his dad Charlie both met with Warren today. Warren has some questions about requirements and expectations of the proposed strategic partnership, so the next step is a call for him and Ed.

I will get that set up shortly (awaiting official feedback later tonight).

On a separate, but related, note, the Ergens would like to meet with Bekah or Steve when possible and be kept updated on the appointments at the FCC. All help we can lend with this puts us in the right position to forge a great business relationship between CA & Dish.

Thanks to you all, will keep you updated.

Best,

B

--

Brittany Kaiser , PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development



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Cambridge Analytica Meeting

From: Alexander Nix [REDACTED]
To: Corey Lewandowski [REDACTED]
Cc: Kellyanne Conway [REDACTED], Brittany Kaiser [REDACTED]
Date: Mon, 08 Jun 2015 10:57:36 +0000

Dear Corey,

I understand from Kellyanne Conway that you very kindly agreed to meet us again, to continue discussing how we could use behavioural analytics to help Mr Trump build his base. I am scheduled to be in NYC again next week, and wondered if you had any availability to meet on Monday 15th?

With many thanks
Alexander

Alexander Nix
CEO

[REDACTED]

CA Cambridge Analytica

[REDACTED]

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Reclaim NY Event - Wednesday, May 24th

From: Erin Coe <[REDACTED]>
To: Duke Perrucci <[REDACTED]>, Robert Murtfeldt
[REDACTED] <[REDACTED]>, Brittany Kaiser
[REDACTED] <[REDACTED]>, Christian Morato
[REDACTED] <[REDACTED]>, Peter Jones <[REDACTED]>,
Tom Jackson <[REDACTED]>, Claire Anastasia
[REDACTED] <[REDACTED]>, Ed DeNicola <[REDACTED]>
David Day <[REDACTED]>, Molly Schweickert
[REDACTED] <[REDACTED]>, Andrea Crino
[REDACTED] <[REDACTED]>, Stan Spring <[REDACTED]>
Kyle Thomas <[REDACTED]>, Hudson Phillips
[REDACTED] <[REDACTED]>, Darren Bolding
[REDACTED] <[REDACTED]>, Jason Berlinsky
[REDACTED] <[REDACTED]>, Daniel Nazareth
[REDACTED] <[REDACTED]>
Date: Mon, 22 May 2017 16:41:55 +0000

On Wednesday, May 24th, Reclaim NY will be hosting an event from 7:00 to 10:00pm in our office. Reclaim will begin moving their desks to the far east wall at 2:00pm with set up continuing throughout the afternoon. CA staff are welcome to attend; however, they have asked that we be out of the main space by 6:00pm to allow more flexibility with set-up.

If you plan to attend: You can leave at 6:00pm and return when the event starts or stay in the office until the event starts. If you would rather stay in the office please plan to move into NY CA Meeting Room or Meeting Room 2 by 6:00pm. Also, please let me know by COB today so I can give an accurate count to Reclaim.

If you do not plan to attend: Please be out of the office by 6:00pm.

Whether staying or going, please remember to clear your desk and secure your items in a locker or file cabinet.

Thanks much,

Erin Coe
Project Manager

CA Cambridge Analytica

<https://cambridgeanalytica.org>

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Subject: Fwd: Gun Work – NRA/TTV/THG/NSSSF

From: Peregrine Willoughby-Brown [REDACTED]

Date: Fri, 12 Feb 2016 17:13:30 +0000

To: Brittany Kaiser [REDACTED]

----- Forwarded message -----

From: Matthew Oczkowski [REDACTED]

Date: 12 February 2016 at 17:08

Subject: Gun Work – NRA/TTV/THG/NSSSF

To: Molly Schweickert [REDACTED] >, Alex

Taylor [REDACTED] >, Sabhita Raju

[REDACTED], Alexander Nix

[REDACTED], Peregrine Willoughby-Brown

[REDACTED], Julian Wheatland

Cc: Matthew Hunter [REDACTED]

Hello Everyone –

I put everyone on the email chain to run down a whole host of updates on the gun work that we have been chasing and working on. I just got off a call with the KDM's on two projects and want to provide updates and action points.

Please read below and let me know if you have any questions:

1. 'Trigger the Vote' campaign – for the NRA through the Herald Group

I've gone back and forth with these guys and here is where we are at. They want to be at 35k for the analytics portion because they have already set that expectation with the client prior to them seeing something from us. They want to keep in the four focus groups, and lean on our internal gun data to build the foundation for this campaign.

With that said, we are going to land \$800,000 in digital advertising budget for this project (with 20% margins) to make up for the lower than expected analytics portion so we can make it up on the backend with the higher marketing rake.

We need to update the current statement of work with the price above (35k) and make the proposal out to 'Federal Capital Communications

Corporation" instead of the Herald Group. Pere, I think we should talk directly to go over the specifics to make sure we are on the same page.

2. NSSF (National Shooting Sports Foundation) project

NSSF is a trade organization made up of all the gun manufactures selling in the US. Each year, they run a large campaign aimed at 'voter education'. They call it voter education to avoid the corporate proxy tax by directly endorsing any candidates and focusing on issues.

Pat O'Malley, our contact with access to the money, has been running this campaign for them since 2002 and it has been almost entirely direct mail. Pat was leveraging a database of fire arms manufacturing warranty cards (collected by the fire arms companies) to determine his targeting in key states (millions of people, if they bought a gun, and what kind of gun they bought).

Pat has realized that he needs to modernize this process and this campaign. Here is how our involvement would work in broad strokes:

1. We would get data from NSSF, Cabelas, Bass Pro Shops, and online gun retailers (every outdoorsmen or gun customer in 14 targets states – (I can't emphasize how big of a deal this is for us).
2. We would match this data to our database, model it, enhance it with our gun data, and determine groups of persuadable voters who support gun rights and also turn them out to vote.
3. The flight of the campaign would be from April–November
4. We have the opportunity to craft an amazing campaign to present to this group to get them to buy into.
5. We will also be in charge of all of the digital advertising for this campaign.

There are ALOT more details to discuss, but we need to have a meeting on Monday to go through everything as a team to be able to come up with something. From there, I need to sit down with the herald group and Pat OMalley to collaborate with them on the moving pieces so we can present this with a budget to the client.

I don't want us to get overly excited, but this has the potential to be a 3–5m dollar contract for us. The other upside is we have an opportunity to impress the CEO's of the largest gun companies in the

world. This will require closed loop reporting, research, polling, AB/
EV chase, etc.

--

Matt OczkowskiHead of Product
Cambridge Analytica
www.cambridgeanalytica.org



NEWS RELEASE:

Cambridge Analytica
Robert Vanisko; North 6th Agency
[REDACTED]

Cambridge Analytica Responds to Article in *The Hill*

WASHINGTON D.C.- April 27, 2016 - Following an interview on Facebook Live yesterday with The Hill, quotes from Brittany Kaiser, director of program development at Cambridge Analytica, were taken out of context in a follow up article. Ms. Kaiser does not work on the presidential campaign of Senator Ted Cruz, and remains outside of the campaign's physical and technical firewall. As she made clear in the interview, her comments around potential strategy were purely speculative.

The author of the piece in question also failed to make distinctions between Cambridge Analytica and SCL Defence, two entirely different companies. There is no correlation between work done by SCL Defence and Cambridge Analytica, including any U.S. political campaigns.

In regard to the reporter's assertions that Cambridge Analytica uses fear as a motivator, Ms. Kaiser's response was also taken out of context in the follow up article. She responded that fear is only one of many emotions that contribute to a voter's psyche, and that many campaigns' main goal is to reassure voters by spelling out a candidate's policies in a way that will resonate with that individual.

Lastly, contrary to what was speculated in the article, Cambridge Analytica's work for Cruz for President does not include psychological profiling of delegates.

About Cambridge Analytica

Cambridge Analytica, the U.S. subsidiary of SCL Group, is the market leader in the provision of data analytics and behavioral communications for political campaigns, issue groups and commercial enterprises. With cutting-edge technology, pioneering data science, and 25 years of experience in behavior change, CA provides advertisers with unparalleled insight into their audiences. More information can be found at: <https://cambridgeanalytica.org>.

###

Subject: Fwd: Hill article - follow up
From: Brittany Kaiser [REDACTED]
Date: Thu, 28 Apr 2016 10:31:44 +0000
To: "Levy, Larry" [REDACTED]

Hi Larry,

I received a message that this email I sent yesterday bounced and didn't get to your mailbox. Alexander asked me to copy you, so please confirm receipt.

Thanks for your assistance with this.

----- Forwarded message -----

From: Brittany Kaiser [REDACTED]
Date: 27 April 2016
Subject: Hill article - follow up
To: jroe [REDACTED], csweet [REDACTED]
Cc: Alexander Nix [REDACTED], "Levy, Larry" [REDACTED]

Dear Senator Cruz, Jeff, Chad, and Chris,

It is with great remorse that I write to you in regard to an article recently published in The Hill regarding Cambridge Analytica's technology and its uses in the 2016 cycle.

I took this interview after a firm briefing to the journalist that I do not work on the Presidential campaign, and did not have any knowledge of the strategies or tactics currently being employed in the Senator's campaign, so therefore could only speak generally about our company's methodologies.

I take full responsibility for the very unfortunate deviation in questioning which happened in a live interview. I had to reiterate that I did not work on the campaign and continually bring the conversation back to company history and current uses of our technology.Â

In the follow-up article, my comments were poorly misconstrued and I sincerely regret any negative implications this may produce for the campaign and our firm. Consequently, the article has been rewritten to make my firewalling obvious to readers, alongside clarification of some comments.Â

I also would like to acknowledge that senior executives at Cambridge Analytica have thoroughly taken me through the implications of this situation, which I am fully aware of now, and I more than regret having participated in any events leading to stress on the great work you are all are doing. In line with appropriate measures, I have withdrawn from all future press engagements in this cycle.

If there is anything additional I can do to reassure your team of my intentions, please advise and I will do everything in my power to respond accordingly.

With sincere regards,

Brittany

--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

CAÂ Cambridge Analytica
www.cambridgeanalytica.org

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Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[REDACTED]

[REDACTED]



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Subject: Fwd: Keep The Promise Contract

From: Brittany Kaiser [REDACTED]

Date: Thu, 12 Apr 2018 13:25:25 +0000

To: Paul Hilder [REDACTED]

Begin forwarded message:

From: "Alexander Nix" [REDACTED]

Subject: Re: Keep The Promise Contract

Date: August 12, 2015 at 22:26:46 GMT+1

To: "Levy, Larry" [REDACTED]

Cc: "Kyriakos Klossidis" [REDACTED]

"Brittany Kaiser"

[REDACTED] "Alex Tayler" [REDACTED], "Steve Bannon" [REDACTED]

Thanks Larry

Between you and me.... Kellyanne is being deliberately obtuse about this contract because she is upset with Long Island's decision to allow CA to service multiple Presidential campaigns.

She needs to be (firmly) reminded that the people that made this decision are the same people who empowered her as Head of the KTP PAC!

A

Alexander Nix
CEO

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

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On 12 Aug 2015, at 16:23, Levy, Larry [REDACTED] wrote:

Alexander,

Her company has had a contract with Aristotle, she didn't just start working with them instead of CA.

I'll work on the KTP I contract and try to move it along. We are bringing in another lawyer to represent KTP I, while I represent CA.

Larry

From: Alexander Nix [REDACTED]
Sent: Wednesday, August 12, 2015 5:19 PM
To: Levy, Larry
Cc: Kyriakos Klosidis; Brittany Kaiser; Alex Tayler; Steve Bannon
Subject: Keep The Promise Contract

Hi Larry

(1) We have addressed IN FULL Kellyanne's concerns regarding the original proposal, which was turned around for her attention in record time and contained 1x spelling error and 1x mis-reference (in a 15 page document)

An updated version of the original Proposal was then drafted to correct the above typos (attached)

and sent to her almost 6 weeks ago.

(2) We have already drafted a contract for Keep the Promise 1 which you have seen (attached) and includes an Appendix setting out our services

This did not contain any of the above errors (which were in the original proposal only)

(3) It was made crystal clear to Kellyanne from the beginning that KTP were to be engaging CA.

If she went ahead and engaged Aristotle, then she did so in the full knowledge that KTP was meant to be working with CA

(4) This has gone on far too long.

We need to get this contract finalised and signed by both parties before the weekend. Please can you give this your fullest attention.

Thank you

Alexander

On 12 Aug 2015, at 15:50, Levy, Larry [REDACTED] wrote:

Kyriakos,

The email from Kellyanne commenting on the contract refers to an attachment A, that she wanted more information about; in it she notes that it was addressed to Keep the FAITH, instead of keep the Promise, that it has several spelling errors, and that there is a reference to pushing out the communication through the "NY GOP outreach channels", which makes no sense because this was supposed to be a contract for services in Iowa and South Carolina. The material you sent doesn't contain any of those provisions, and it appears from the emails I can trace that the proposed contract went from Alexander Nix to Kellyanne.

I think it best to start with a new contract between KTP I and CA for services, with the polling company being a third party contractor to KTP I. That way we can move the ball through the PAC, and get Kellyanne what she needs when she is doing work for the PAC. This will also hopefully demonstrate the value proposition such that Kellyanne will want to contract directly with CA for other polling client work. She does have a long term contract with Aristotle, which is the source of most of her data now, and they have been relatively happy with that contractor. Absent the many relationships involved here she likely would not be in the market for another service provider.

Please send me a draft contract for KTP I, with an appendix that explains what services are being offered, the costs, and is otherwise responsive to Kellyanne's comments. I'll then work off of that to move the contract through the process.

Please note I'm totally booked on other matters Thursday afternoon through Sunday, so I can start on something if I get it early enough tomorrow, otherwise it will be Monday.

Larry

LARRY LEVY

[REDACTED]

[REDACTED]

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From: Kyriakos Klosidis [REDACTED]
Sent: Wednesday, August 12, 2015 5:50 AM
To: Levy, Larry
Cc: Brittany Kaiser; Alex Tayler
Subject: Polling Company NDA

Hi Larry,

Forwarding relevant email sent by Sabhita a couple weeks ago, assuming that this is what you were looking for?

Best regards,

Kyriakos

Kyriakos Klosidis
Projects Coordinator
[REDACTED]

[REDACTED]

scl commercial

scl defence

scl elections

scl social

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From: Sabhita Raju [REDACTED]
Sent: 30 July 2015 22:31
To: Levy, Larry [REDACTED]
Cc: Alexander Nix [REDACTED] Kyriakos Klosidis
[REDACTED]
Subject: Re: KTP II

Larry

We have yet to proceed to a full contract.

Kellyann had raised concerns and asked a number of questions after we shared the two NDAs which were sent to Kevin Quinley at the Polling Company which they forwarded to you (attached for ease of reference).

Comprehensive answers to all queries raised by Kellyann were sent to her but we are still waiting for a decision by KtP on proceeding to the contract phase and on what terms (those in the proposal or different ones which could be discussed).

If I can have that discussion on the scope of the contract and costings despite being in the Cruz firewall I am happy to do so and will ensure a contract is drafted thereafter.

Sabhita

Re: Trump Contract

From: Alexander Nix [REDACTED]
To: Steve Bannon [REDACTED]
Cc: Brittany Kaiser [REDACTED], "Levy, Larry" [REDACTED],
Sabhita Raju [REDACTED], AB Tayler [REDACTED],
Julian Wheatland [REDACTED] Robert Murtfeld
[REDACTED]
Date: Sat, 12 Sep 2015 21:29:15 +0000

Maybe Robert could also review please.

Sent from my iPhone

On 12 Sep 2015, at 22:28, Alexander Nix [REDACTED] wrote:

We have a draft of the original contract: it just needs the terms updating to reflect the new agreement.

However, given the importance, I think this needs Larry's professional input....

Brittany, by all means have a first pass, and then please send to Larry

Sent from my iPhone

On 12 Sep 2015, at 22:19, Steve Bannon [REDACTED] wrote:

Would like to get to the client NLT 9 am EDT

On Sep 12, 2015, at 5:17 PM, "Brittany Kaiser" [REDACTED] wrote:

Do you need me to begin the contract tomorrow? Happy to do it if anyone wants to give me guidance, but I think I could produce a useful first draft to be ready for Monday morning editing.

Sent from my iPhone

On 12 Sep 2015, at 19:51, Alexander Nix [REDACTED] > wrote:

Dear Larry

Today we reached agreement on terms for moving forward with a pilot programme for the Trump Campaign, as follows:

- 60 day minimum trial period
- CA to meet all data analytics, modelling, psychographics, creative, and media management costs etc
- CA to commit \$250k-\$500k for media placement (digital/mail/telephone etc) amount to be confirmed
- CA receives \$1 per supporter we register (min: name, address and email)
- CA to receive 100% of donations until we are 'made whole' (media placement fee only) and then we split the 'profits' 85/15
- If CA are not made whole within 180 days the campaign commits to meet the balance of costs incurred
- AIQ to be CA's prime sub-contractor on this contract

You will note that:

- (1) It is a trial for 60 days only (but I think that it should auto renew on the same terms, until Nov 2016, unless the client terminates in writing)
- (2) CA are providing all the financing for the media spend
- (3) The fees for registering supporters have increased from \$0.62 to \$1 per name, however, the digital production and reporting fees are to be absorbed by CA (Appendix B)
- (4) Trump Campaign has agreed to your advice about underwriting the balance of costs if we are not made whole after 180 days (I added the 180 days, so if you do not think this time frame is not appropriate please amend)
- (5) The Trump Campaign has additionally agreed to:
 - Expand the targeted geographic region so that the campaign is National and not limit to IA, NH, NV and SC (Appendix A)
 - Creative control and flexibility on messaging and creative with final approval from client.
 - Tracking integration into Trump cart and "thank you page"
 - Exclusivity on the broad match search term "Donald Trump"
- Existing donor and supporter lists (name, address, e-mail, mobile, and home numbers)
- Administrative privileges for Facebook marketing
- Tracking implementation on web properties and donation cart check-out

Attached is the draft of the original contract that you prepared for us (I have amended the branding and formatting to reflect AIQ/CA)

(1) Please can you update this to reflect the new contractual terms above

I have also attached the Prime Sub-contractors agreement that you drafted as between CA and AIQ, who will be taking the lead on this contract on behalf of CA.

(1) Please can you confirm that this agreement is OK to be signed / and or amend and resend

(2) Are there any other agreements that we will need to enter into with AIQ to protect our Client and our IP etc

I appreciate that it is the weekend, so if you cannot look at this today/tomorrow, I wonder if you might be able to action first thing on Monday as the Trump Campaign have made it clear that they want to start ASAP and after 4 months of negotiation I don't want to lose this!!!

Thanks Larry
A

<DM-#4965604-v1-AIQ_Cambridge_Trump_contract ANv.2.docx>

<DM-#4965706-v2-Clean_draft_CA_nda_3rd_party.doc>

Subject: Fwd: Cambridge Analytica/ EU Exit

From: Alexander Nix [REDACTED] >

Date: Wed, 21 Oct 2015 12:21:11 +0000

To: Julian Wheatland <[REDACTED]> ,

Brittany Kaiser <[REDACTED]>

OK 10am confirmed – please book big room and have office looking smart
Brittany – please can you change your flight

A

Alexander Nix
Director

[REDACTED]

SCL Group

[REDACTED]

scl commercial

scl defence

scl elections

scl social

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Begin forwarded message:

Subject: Re: Cambridge Analytica/ EU Exit

From: Arron Banks [REDACTED]

Date: 21 October 2015 08:12:12 GMT-4

[REDACTED]
[REDACTED]
[REDACTED]
To: Steve Bannon [REDACTED]

Yes

Sent from my iPhone

On 21 Oct 2015, at 13:06, Steve Bannon [REDACTED] wrote:

10 am???

On Oct 21, 2015, at 1:03 PM, "Arron Banks" [REDACTED] wrote:

before lunch

On 21 Oct 2015, at 12:55, Steve Bannon [REDACTED] wrote:

Arron : Alexander is Cambridge's CEO.... he will be in the states with me but we will be dialed in by bridge line... our operating team will be at the company to present

Alexander will provide the address

What time works best for u?

On Oct 21, 2015, at 12:49 PM, "Arron Banks" [REDACTED] wrote:

Where do you want to meet Friday ?

A

Sent from my iPhone

On 21 Oct 2015, at 10:32, Steve Bannon [REDACTED] wrote:

Great

From: Arron Banks [REDACTED]
Sent: Wednesday, October 21, 2015 4:55:35 AM
To: Steve Bannon
Cc: Matthew Richardson
Subject: Re: Cambridge Analytica/ EU Exit

Yep I'm
Good for Friday

Sent from my iPhone

On 20 Oct 2015, at 22:46, Steve Bannon [REDACTED] wrote:

Arron: can u do a meeting this friday?

Subject: Re: Alumni Burns Night Whisky Tasting Invitation

From: Brittany Kaiser [REDACTED]

Date: Tue, 10 Jan 2017 03:27:36 +0000

To: M Hunter [REDACTED]

Cc: Chad Klutts [REDACTED]

Simonds Ben [REDACTED]

James Hoobler [REDACTED]

TOTALLY THERE (the people in the British Embassy DC are lovely).

Funnily enough, the British Consulate in NYC took me out to lunch today after the meeting between FM Boris and our very own Steve Bannon... and they told me that Kelly Anne Conway came to the DC Embassy's New Years party and stayed almost the whole night!

Cambridge crew all over it.

Loves it.

On 9 January 2017 at 22:11, M Hunter [REDACTED] wrote:
Game on Boys and Brit! If in town RSVP.

I am going.

Begin forwarded message:

From: <Shannon [REDACTED]>

Subject: Alumni Burns Night Whisky Tasting Invitation

Date: 9 January 2017 at 15:34:11 GMT-5

To: <Shannon [REDACTED]>

Good afternoon,

The Scottish Government invites you to join us for a wee dram in celebration of Burns Night.

We will be hosting a Burns Night Whisky Tasting on Wednesday, 1 February 2017 from 6:00 to 8:00 pm at the British Embassy in Washington, DC. Attached please find the invitation with more information about the event, and please send all RSVPs to Scotland.RSVP@fco.gov.uk.

We hope that you will be able to join us!

Best Wishes,

Shannon Hall
Communications & Business Coordinator
British Embassy



Visit <http://www.gov.uk/fco> for British foreign policy news and travel advice

and <http://blogs.fco.gov.uk> to read our blogs.

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--

Brittany Kaiser, PhD Candidate, MPhil, LLM, MA Hons
Director of Program Development

[Redacted]

CA Cambridge Analytica

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

<https://cambridgeanalytica.org>

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In the thick of it!

From: Robert Murtfeld [REDACTED] >
To: Ed DeNicola [REDACTED] Brittany Kaiser
[REDACTED]
Date: Fri, 02 Sep 2016 11:20:02 +0000

Dear both,

The NYC office is in the thick of it.

FYI

<https://www.washingtonpost.com/news/post-politics/wp/2016/09/01/trump-enlists-veteran-operative-david-bossie-as-deputy-campaign-manager/>

The article reads: *That leaves three Mercer allies -- Bannon, Conway and Bossie -- atop the Trump campaign. Hedge-fund investor Robert L. Mercer and his daughter, Rebekah, were key players in urging Trump to reshuffle his campaign this summer.*

Ed - Bob Mercer came by the office yesterday.

R



Data and Digital Marketing Debrief: Trump for President



Why Cambridge Analytica

Starting from Scratch

When we started on the campaign (second week of June) the Trump Campaign had no speakable data infrastructure.

- No database of record
- Many disparate data sources
- No data science program (models)
- No proper digital marketing apparatus
- Research being done by up to 5 pollsters at one point

Any most importantly: **No unifying data, digital and tech strategy.**

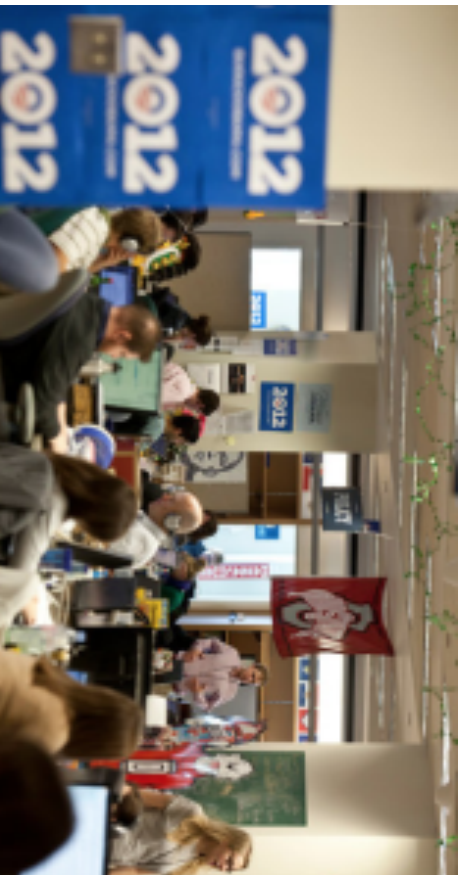




Lessons to Keep in Mind

Every campaign is different

This program was built specifically for Mr. Trump and the style of campaign that he ran. While many of the principles you are about to see can be repurposed for other clients or campaigns, the overall strategy must be reinvented with each new client (at this scale).

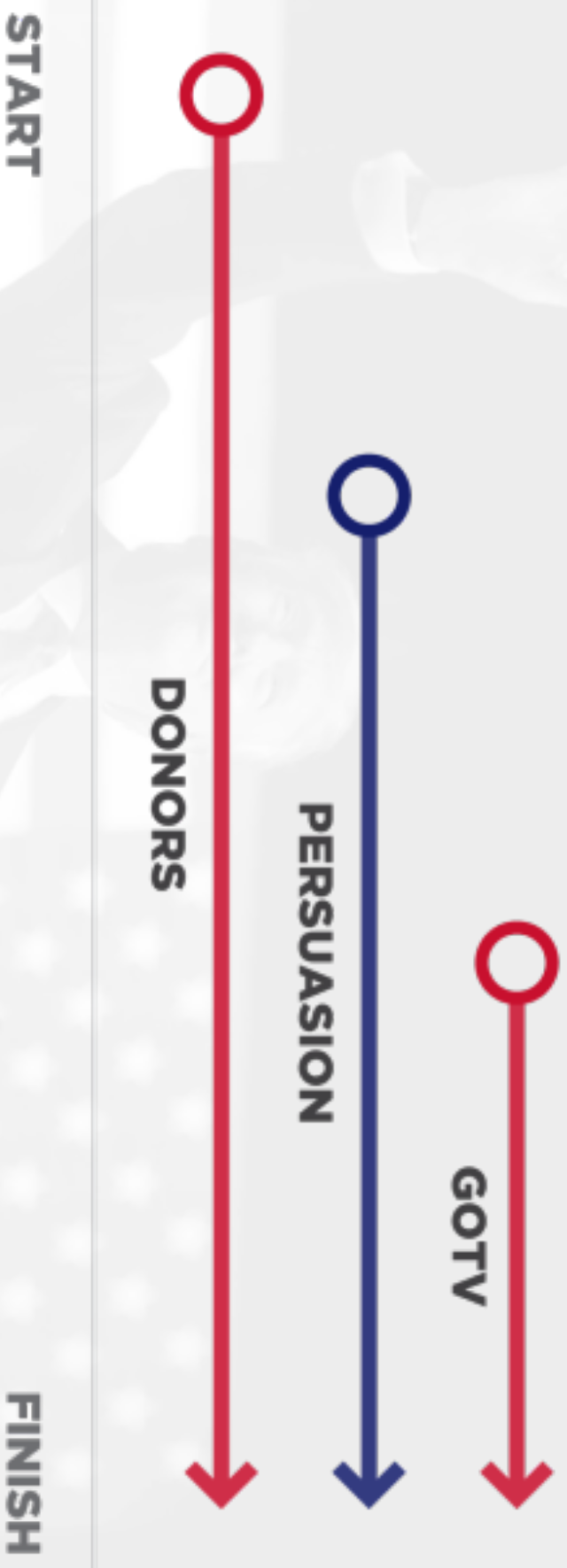


vs





Campaign Stages



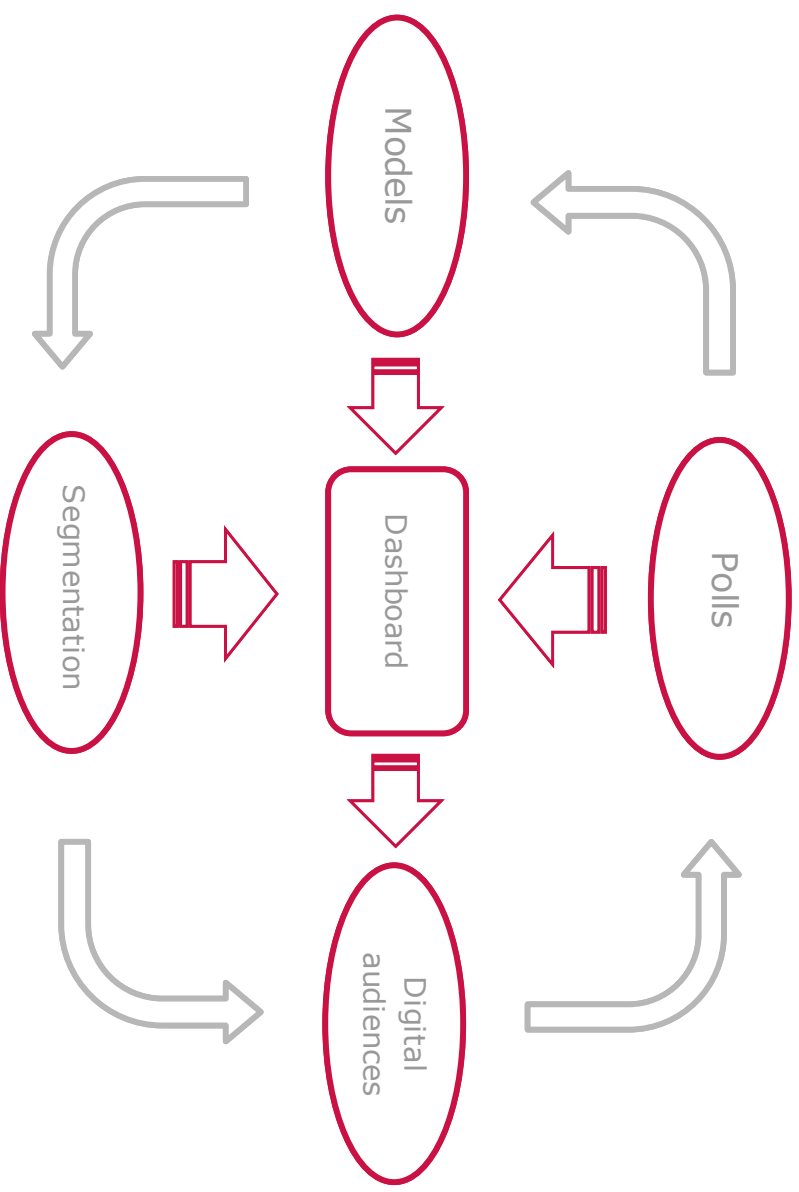


The Data

The process:

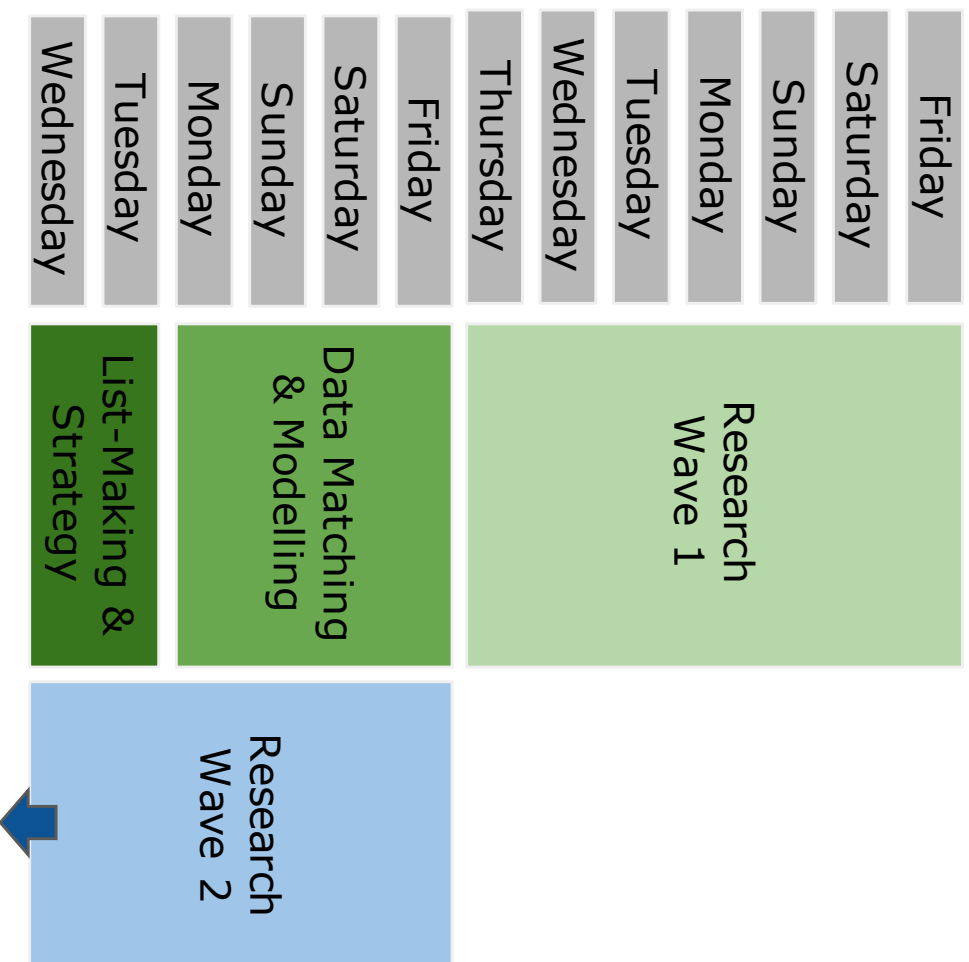
Distinct phases were undertaken which were ultimately incorporated into a weekly cycle. Every voter in each battleground state was modeled against Trump/Clinton preference, turnout, and top issues.

1. Research and polling
2. Model creation and extrapolation
3. Audience segmentation
4. Activation





Research Methodology: Research Waves



Why this approach?

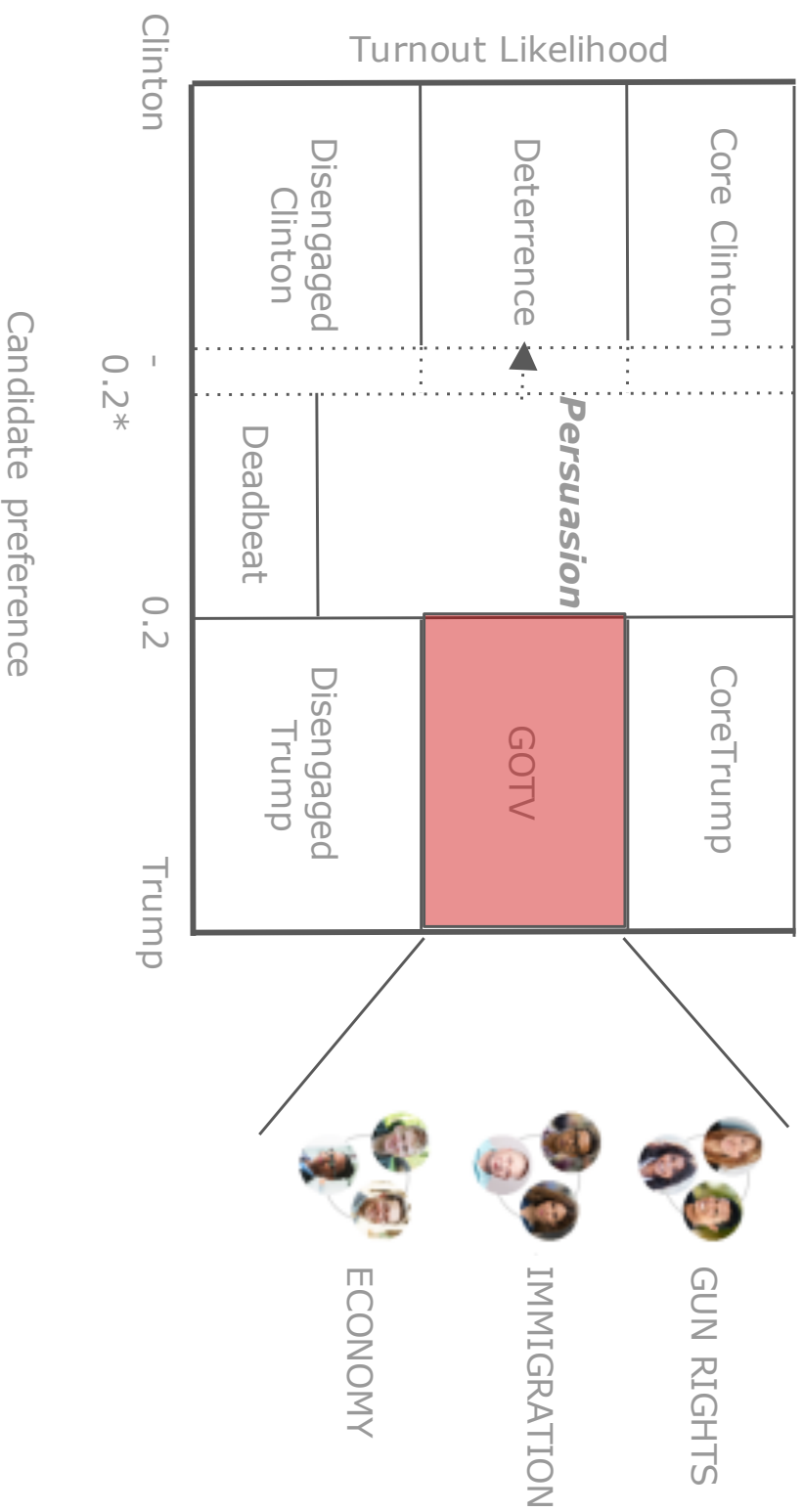
- Seven-day waves were organised to deliver the refreshed models on Wednesdays
- Originally tried two-week waves, but base size/demographic imbalances meant data was unstable and didn't work efficiently
- Longer (as above) was less stable, shorter would mean fewer completes in key states
- We shifted into five-day waves for the last 10 days, to maximise robustness of data for final predictions

How it worked

- Fieldwork was 7 days, we aimed to achieve completes and quotas as far as possible
- High response over the weekend then we targeted remaining quotas over the week

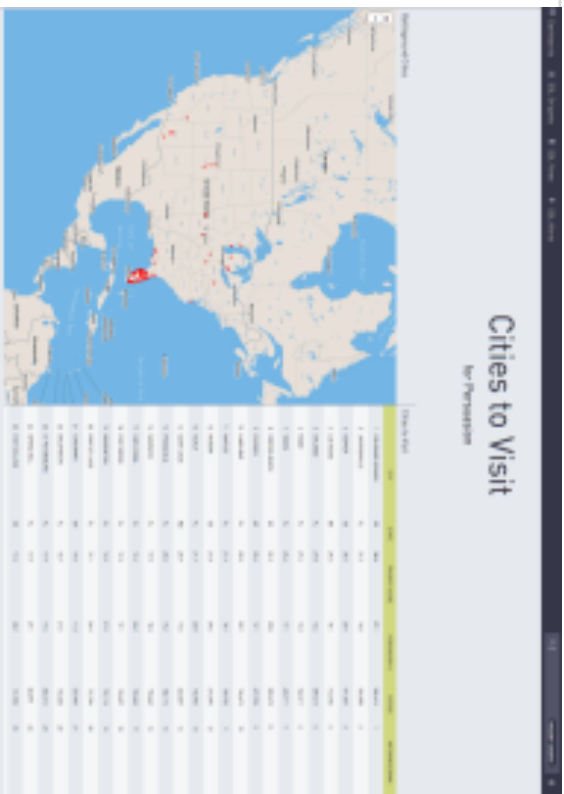


Audiences





Priority rankings



Priority state rankings were calculated using:

- polling margin
- number of electoral votes

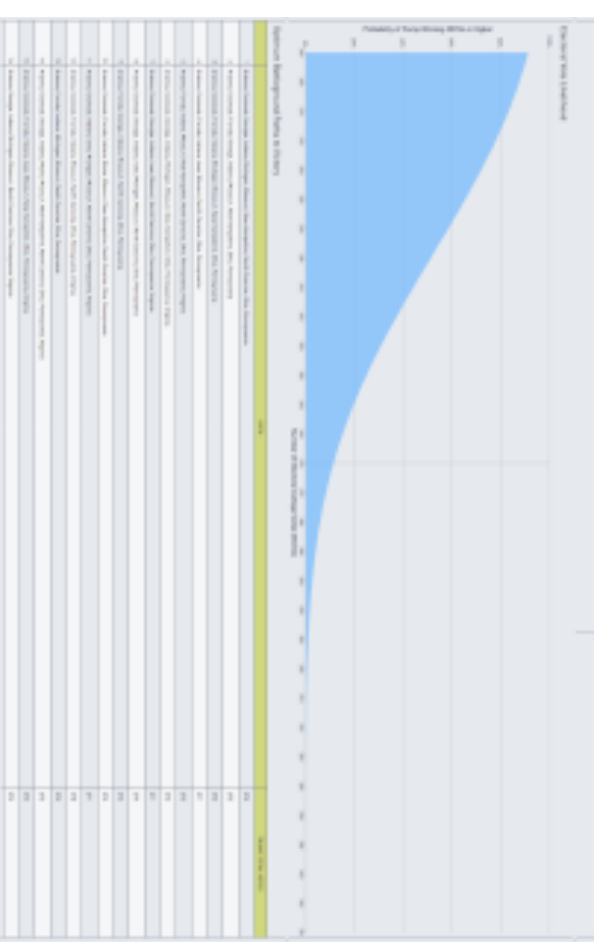
Priority cities were identified combining:

- Priority state ranking
- Size of persuasion audience within city

Demographics and Issues were fed back to campaign to aid DJT in effectively targeting city audiences during his rallies.

Paths to Victory calculated by weighting polling distributions by the electoral college counts for each state and determining which state wins could combine to allow DJT to gain at least 270 votes.

Based on all the possible paths (winning and non) we calculated a distribution of likelihoods for different total electoral college counts → likelihood of winning.





Trump for President: Digital Marketing

High eight
figure ad spend

Billions of ad
impressions

5,000+

ad

campaigns

10,000+

creative

iterations



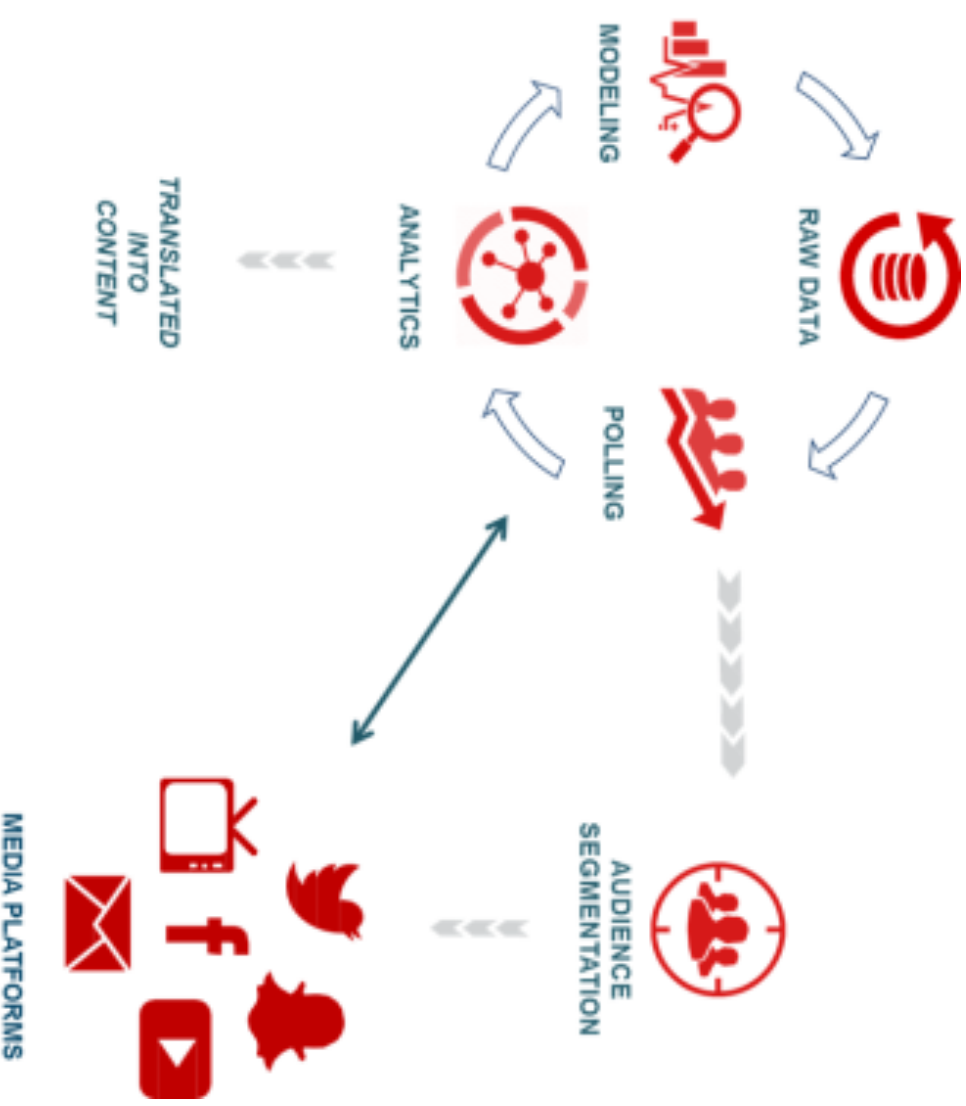
Digital Marketing

July	August	September	October	November	Results
List Building, Fundraising					Collected 950,000 email addresses, raised \$26.5 mm
Event Promotion, Volunteer Recruitment, App Promotion					Promoted over 100 events, drove 35,000 app installations
Persuasion					1.4 billion impressions, 4,000 ad campaigns, 3% average favorability increase
		AB/EV			79.7 million impressions, drove a 2% increase in voters submitting absentee ballots
			GOTV		



Persuasion Digital Marketing: Process

1. Ingested data and audience profiles from the data team
2. Devised communications to best promote a story to these individuals
3. Executed digital ad buys across 30+ inventory sources delivering 1.5 billion impressions





Media Planning

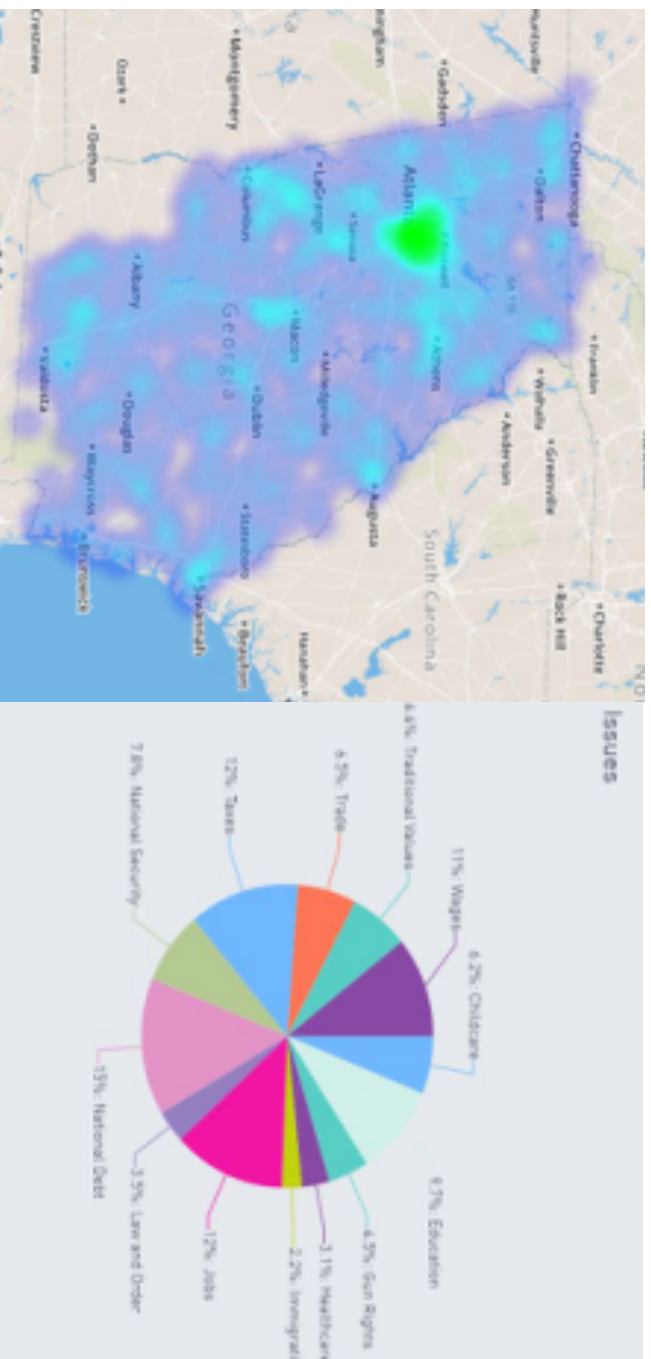
Sample Battleground State Plan: Georgia

Persuadable Voters: 444,371

Gender: Male - 43 %, Female - 57%

Ethnicity: White - 76%, AA - 12%, Asian - 6%, Hispanic - 4%, Other - 2%

Top Issues: National Debt, Jobs, Taxes, Wages, Education, National Security





Media Planning

Sample Media Plan: Ad Operations

Geo	Audience	Message	Platform	Ad Type	Audience	Impressions	Budget
GA	Persuasion	Nat'l Debt, Jobs, Taxes, Wages, Education, Nat'l Sec	Video Network	Video	444,000	8,880,000	\$250,000
GA	Persuasion	Nat'l Debt, Jobs, Taxes, Wages, Education, Nat'l Sec	Facebook	Video	444,000	8,880,000	\$250,000
GA	Persusion: Female	Jobs, Wages, National Debt	Pandora	Audio	253,080	5,061,600	\$127,000
GA	Persusion: Female	Jobs, Wages, National Debt	Women's Interest Sites	Video	253,080	7,592,400	\$190,000
GA	Persusion: Female	Jobs, Wages, National Debt	Women's Interest Sites	Display	253,080	7,592,400	\$50,000
GA	Persusion: AA	Predators Video, Other?	Video Network	Video	53,333	1,066,666	\$30,000
GA	Persusion: AA	Predators Video, Other?	Video Network	Display	53,333	1,599,998	\$25,000
GA	Persusion:	Jobs, Taxes, Education	Pandora	Audio	30,000	1,400,000	\$35,000
Gwinnet, Fulton, Cobb	Persusion: Hispanic	Jobs, Taxes, Education	Video Network	Video	20,000	364,444	\$25,000
Gwinnet, Fulton, Cobb	Persusion: Hispanic	Jobs, Taxes, Education	Mobile Network	Display	20,000	400,000	\$20,000
GA	Persusion: Low Turnout	Nat'l Debt + GOTV	Facebook	Display	177,600	1,776,000	\$60,000
Marrietta, Atlanta, Alpharetta, Cumming	Persusion: Geo-Scoring	Nat'l Debt, Jobs, Taxes, Wages, Education, Nat'l Sec	Local News Sites	Display	999,000	10,000,000	\$50,000
Total:					54,613,508	\$1,112,000	

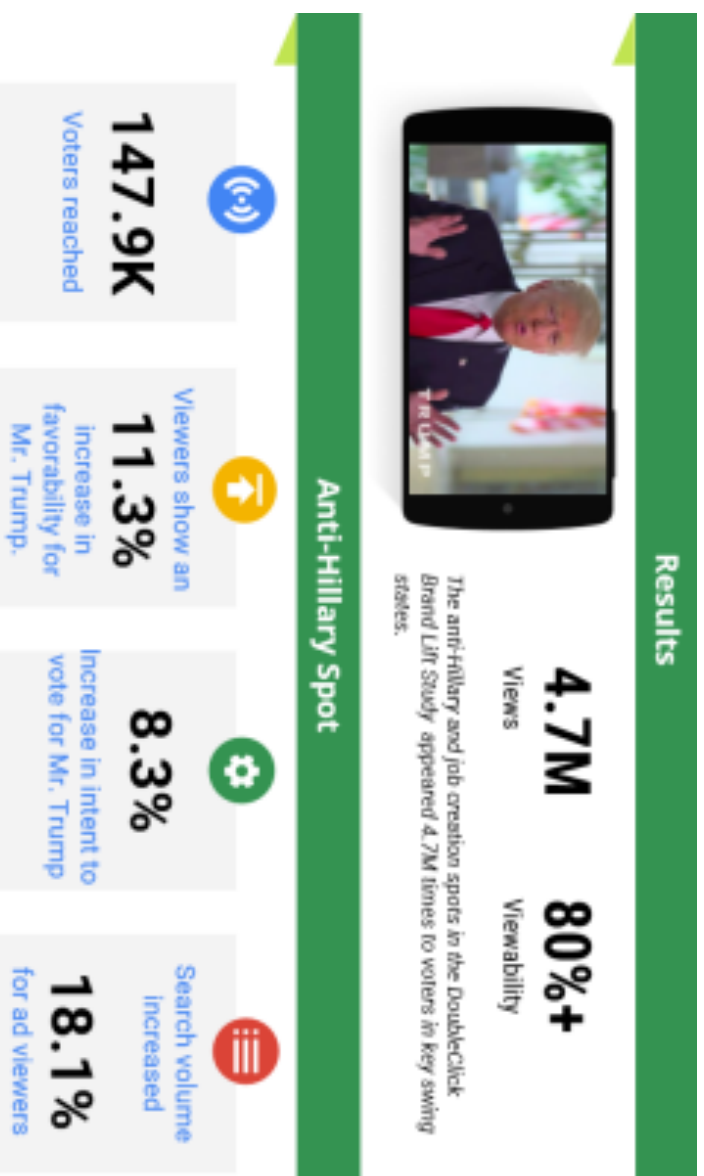


Persuasion Measurement

1. Divided audiences into three sections using the split testing API; tested messaging approaches, ad formats, and audiences

2. Deployed the results from the test on the general population, and was also used to messaging throughout the campaign

3. Each test resulted in learnings that improved the audience's favorability and intent to vote by several percentage points





Persuasion Measurement

Sample Learning Agenda Test Full vs. Package (9/14-9/17)

Donald A. Trump

Once again, Hillary Clinton shows her true colors by saying horrible, horrible things about my supporters – hard-working people who don't deserve to be lumped into these "basketball" shots. She's a divider and she's so, SO wrong.

Speaking to wealthy donors called tens of millions of Americans **DEPLORABLE.**

Donald A. Trump

Once again, Hillary Clinton shows her true colors by saying horrible, horrible things about my supporters – hard-working people who don't deserve to be lumped into these "basketball" shots. She's a divider and she's so, SO wrong.

Speaking to wealthy donors called tens of millions of Americans **DEPLORABLE.**

You could put Trump's supporters in a **"BASKET DEPLORABLE"**

120 Reactions 20 Comments 30 Shares

Like Comment Share

- Slightly better results for package vs. full (3.91 vs. 2.56 point increase) for DJT intent
- Full ad performed better at decreasing Hillary intent vs. package (4.9 vs. 2.5 point decrease) for both men and women



Notable Ad Formats: Native

Politico Native Ads

Sponsored content pieces saw 2-4% higher engagement than display or video; average engagement time of 4 minutes

<http://www.politico.com/sponsor-content/2016/08/inconvenient-truths-about-clinton-foundation>

SPONSOR-GENERATED CONTENT

Please advertisement by Donald J. Trump for President

SELECT A FACT TO LEARN MORE ABOUT THE **HILLARY CLINTON'S INCONVENIENT TRUTHS**

OVERSIGHTED ISSUES
UNITED STATES HISTORY
FOREIGN GOVERNMENTS
FOREIGN MONEY
POLITICAL CHARITIES
THE WHITE HOUSE
TEMP OVERLAYS
AMERICAN INTELLIGENCE
FALLING TO DISCLOSE
TRUMP'S WORKS

TRAVEL COSTS

1. Since 2003, The Clinton Foundation Has Spent More Than \$50 Million On Travel:

The New York Post headline: "Bill Clinton Foundation has spent more than \$50 million on travel expenses"

-Craff Earle, "Bill Clinton Foundation Has Spent More Than \$50 Million On Travel Expenses," New York Post

1.

T f t in



Notable Ad Formats: Conversational

Twitter Conversational Ads

Twitter's conversational ads to ensure that Mr. Trump's messages and hashtags were trending and being seen in the overall chatter. The below ads generated over 30,000 uses of these hashtags during the first debate, creating enough volume that tweets using these hashtags displayed in the platform in search results for Hillary Clinton.



Donald J. Trump @realDonaldTrump · Sep 26
Thank you, America! This is YOUR movement and we proved we CAN take America back from a crooked and corrupt system.



Tweet #TrumpWin

Tweet #AmericaFirst

Tweet #TrumpIsWinning



Donald J. Trump @realDonaldTrump · Sep 26
What is Hillary's Worst Lie? Vote Now!



Tweet #BathroomServer

Tweet #PayToPlay

Tweet #Benghazi

Tweet #SheCantTellTheT...



Direct Response

List building: Snapchat

- Ran Snapchat's new webview ads and received \$2-3 CPA's, engaging a different audience
- Post-campaign analysis showed that these were not donors, but valuable engagement contacts





Persuasion Search Advertising

Search Query: *Trump Iraq War*

Hillary Voted For The Iraq War - Donald Trump Opposed It
Ad www.donaldjtrump.com/iraq
Crooked Hillary voted for the war in Iraq as a New York Senator. Bad Judgment!



Control The First Impression

Search Query: *Hillary Trade*

Hillary Clinton Supports NAFTA - She Will Ship Jobs Overseas
Ad www.lyingcrookedhillary.com
Hillary Clinton's Trade Deals Destroy American Jobs. No More Bad Deals.



Go Negative on Hillary's Positions and Expose Scandals

Search Query: *Trump Economic Plan*

Donald Trump For President - See His Full Economic Plan
Ad www.donaldjtrump.com/Economy
Donald Trump will fix America's rigged economy. See the full plan here.



Drive Traffic To Relevant Issue



GOTV

Interstitial

Verizon 9:31 AM 35%
breitbart.com

Social

Donald J. Trump @realDonaldTrump
Following

Nevada - absentee voting has started! We CANNOT let #CrookedHillary steal this election. Request your ballot: bit.ly/2dqPzE

Search

Donald Trump For President Absentee Ballot Request www.vote.gop/absentee/arizona Voting has begun in Arizona. Request your Absentee ballot and vote Trump...
Want To Vote For Donald Trump? Request Your Absentee Ballot www.vote.gop/absentee/arizona Absentee Voting has begun in Arizona. Request your Absentee ballot now.
Vote Trump In Arizona Request Your Absentee Ballot www.vote.gop/absentee/arizona Voting has already begun in Arizona. Request your Absentee ballot now.

GOTV



1. Ran advertising to individuals that we knew were supporters and needed to be turned out
2. Maintained an offline integration through Datatrust to ingest live ballot results into Facebook to exclude voters and follow up on individuals that had not yet turned in their ballots (and excluded voters from all offline models)
3. Conducted offline attribution and held a control of individuals that were not exposed to the ads; study of over 100,000 voters showed an incremental lift of nearly 2%



Big Ticket Items

YouTube Mastheads

Displayed
different versions
of the masthead
depending on
location of the
site visitor

Today, Nov. 8th

Everything Changes

Get to know Donald Trump from some of his closest supporters.

Learn More >

Franka Trump
Businesswoman

STRENGTH

Willie Robertson
Duck Dynasty

MIDDLE CLASS

David Clarke
Senitor

JUSTICE

Marcus Luttrell
Retired Navy Seal

MILITARY

Dana White
President, UFC

BUSINESS

Today, Nov. 8th

Everything Changes

Today is one of the most important and historic elections in our nation's history. Today is your chance to be heard. Your chance to make a better America – a brighter America – for everyone. Get up. Get out. **VOTE.**

Find Your Local Polling Place:

eg. 390 Valencia St. San Francisco, CA 94103

Search & Expand

Close Ad



Supporter Mobilization

App installation:

Promoted over 35,000 installations of the America First App, running campaigns on Pandora, Facebook, Twitter, and Google.

Crowd building:

Promoted hundreds of events online, sometimes driving crowds with a day's notice.

Volunteer Recruitment:

Recruited hundreds of volunteers in key battleground regions to support field operations



Trump's Data Team Saw a Different America—and They Were Right

The president-elect's analysts picked up disturbances others weren't seeing—the beginning of the storm that would deliver Trump to the White House.

by **Joshua Green** and **Sasha Issenberg**

November 10, 2016, 5:00 AM EST

From **BloombergBusinessweek** | [Subscribe](#) | [Reprints](#)

How a little-known data firm helped Trump become president

Mashable

WORDS • SCOTT WILSON • TECH • BUSINESS • ENTREPRENEUR • WORLD • MORE

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+



W I R E D

NOVEMBER 10

7:30 PM

Trump's Big Data Mind Explains How He Knew Trump Could Win

NOV 10 PM

NOV 10 PM

NOV 10 PM

SHARE

SHARE 450K

TWEET 1

Pin 1K

COMMENT 101

EMAIL

TRUMP'S BIG DATA MIND EXPLAINS HOW HE KNEW TRUMP COULD WIN



Carl Buik
@CARLBUICK

0

Follow

@CamAnalytica's polls showed evidence of a shy Trump vote, but much of it had dissipated by Election Day live.thriveheight.com/features/shy-v

...

Finally, Trump's own pollsters told us that there weren't many shy Trump voters by Election Day. A few months before the election, internal polling showed Trump getting about 3 percentage points more support in polls conducted online or by automated voice revealing than in the polls, according to David Wilkerson, data scientist for Cambridge Analytics, a data analytics firm that conducted polling for the campaign. That suggests some Trump supporters were reluctant to reveal their true preference to a telephone interviewer. But in polls conducted just before Election Day, that 3-point gap had narrowed to just 1 or 2 points. "By Trump voters started to come out of the woodwork during the course of the election," said Matthew Greenwald, director of product for Cambridge Analytics.



Thank you





Make America Number One After Action Report

November 2016

Summary

Cambridge Analytica (CA) delivered data modeling, television targeting and placement, digital ad targeting and delivery, list building, and polling to Make America Number One's (MAN1) project "Defeat Crooked Hillary" (DCH) during 2016's Presidential election. During that time, CA delivered millions of ad impressions nationwide, with a special focus on New Hampshire, Pennsylvania, Virginia, North Carolina, Florida, Ohio, Iowa, Colorado, Nevada, and Michigan.

Data Modeling

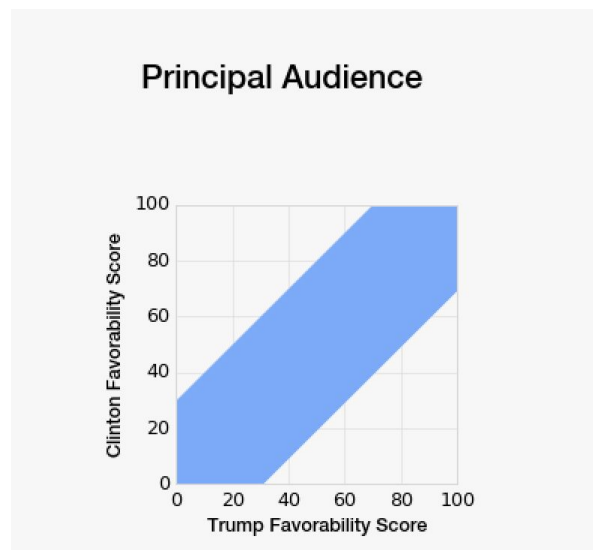
The primary effort of the data operation was to produce the Principal Audience (PA): the group of voters modeled to be the most likely to be persuaded by advertising, and who accordingly received the bulk of MAN1's messaging efforts. This was done by:

1. Constructing models predicting Trump and Clinton favorability using the survey data collected by MAN1
2. Extrapolating those models to all possible voters in the target states
3. Prioritizing voters by their likelihood to vote

This allowed MAN1's advertising efforts to be enormously efficient by not wasting money on voters whose predispositions were such that persuasion messaging would not move their allegiance, and not wasting ads on voters who are unreliable at best, and unlikely to vote at worst.

The figure below shows how the PA was defined for a particular set of Trump and Clinton favorabilities. Voters who fall within the blue bar are voters within our PA. These voters are most likely to be open to persuasion messaging chipping away at their enthusiasm for supporting Clinton, or switching their vote to Trump.

The actual size of the audience can be changed at will simply by expanding or contracting the width of the blue band in the figure. Generally, the audience was constructed to have about 9 million people in it, although, frequently they were further sub-segmented.



A wide range of techniques from modern predictive analytics were used in this process. The resulting models proved to be quite accurate, both with respect to internal validations and subsequent ad impact surveys demonstrating the effectiveness of messages on this audience. These models were updated each time a new survey was completed and the PA changed accordingly. Additionally, the data was scrubbed regularly during absentee and early voting in applicable states. Records of voters who had cast their ballot in person, or returned their absentee ballot were matched against the PA. Those who had successfully voted were removed for future message delivery and turnout efforts via digital ads. This meant the 72-hour GOTV phase of MAN1's efforts were highly efficient.

While the PA determined who would be receiving messaging, the next step was to determine what the messaging should be. Content was informed by a combination of Cambridge Analytica's in-house issue models, ad impact surveys conducted by the digital department, and issue polling included in MAN1 surveys. These surveys are elaborated upon in the next section.

Polling

Cambridge Analytica conducted two target state surveys of registered voters, and two additional national surveys intended for a better understanding of the electorate. A survey of target states conducted in July of 2016 by MAN1 was also used. These surveys took a mixed method approach, combining online and telephone (IVR) surveying methods and employing strict demographic quotas to ensure a representative final sample. The data was then matched back to CA's database in order to precisely weigh the results. Weighing allowed us to control for sampling biases, method error across demographics, and general election turnout propensity (via our general election turnout model). Potentially biasing questions were placed at the end of the survey to avoid impacting respondents and to minimize incompleteness rates. All questions on candidate negatives were paired with questions on positives so surveys appeared politically neutral overall, and would best encourage honest responses.

The key objective in the target state surveys was to update the favorability models and to inform our specific messaging. The questions informing ad content took two form:

1. **Segment Creation:** Questions on issues framed so as to identify individuals with strong feelings one way or another. Responses could then be modeled and extrapolated to find other like-minded individuals who may be more susceptible to a certain message. e.g. 'Do you feel healthcare has gotten worse in the last eight years?'. When modeled and extrapolated, data collected on this question allowed us to identify an audience well-suited to an attack on this issue. A second example is the question 'Do you feel the system is rigged by big money?' According to responses, the majority of voters feel the system is rigged, regardless of whom they support. Messaging based on this could be sent to the entire audience rather than needing a tailored segment.
2. **Motivational Messaging:** Questions asking respondents how they felt about a potential attack angle so that we could assess which areas produced more movement. For instance, in the September MAN1 poll we were able to determine that all voters, regardless of partisanship or ballot preference, were influenced by a Clinton corruption narrative. Thusly, a majority of MAN1's messaging was corruption focused. Further, we were able to drill down another level, asking how voters felt about Clinton after reading a statement about her email scandal, and a statement about misdeeds at the Clinton Foundation. The results indicated the statement about the misdeeds at the Clinton Foundation moved more Clinton supporters away from her than the statement about the email scandal. This gave MAN1 a clear path to dissuading Clinton supporters from voting for her by delivering ads attacking her involvement with the Clinton Foundation.

Beyond modeling and advertising, we also computed a weighted popular vote breakdown across the sampled states for each survey and estimated the likely electoral college results. We were able to gain further insight by cross-tabulating ballot preference with responses to questions on voting likelihood, qualities desired in a President, opinions on US politics today compared to yesterday, candidate favorability, movement based on key issues, and broad demographics. As a testament to this methodology, in our October poll we had Trump leading in NC, FL, and OH, which ran contrary to many pundits' opinions but was ultimately correct. This speaks to the power of being able to weight polls based on individual characteristics that would be unknown to a typical pollster.

Digital Advertising

Overview

The Defeat Crooked Hillary digital advertising campaign was very successful in its ability to reach and persuade undecided voters. Overall, ads were served 211,718,189 times, drove 1,433,331 users to defeatcrookedhillary.com and 2016truths.com, and generated more than 25 million video views. Our ads saw the most success on Facebook and Google Search and ad spend was reallocated accordingly.

Throughout the campaign we ran several Ad Recall and Impact Surveys to measure the effectiveness of our ads in persuading voters. These helped to test whether people in our target audience remembered seeing our ads and whether the messaging had the intended effect (decreasing favorable opinion of Hillary Clinton).

We found that most videos not only decreased the favorability of Hillary Clinton, but more importantly they increased the intent to vote for Donald Trump.

The success of our campaign can be attributed primarily to the high percentage of users in our principal audience that we were able to match online (approximately 66%) and the strength of video and display creative.

Performance by Platform

Platform	Impressions	Link Clicks	CPC	CTR	Video Views	CPM	Spend
Facebook	81,094,069	429,699	\$3.65	0.53%	23,632,775	\$19.33	\$1,567,263.27
TrueView	6,606,480	14,862	\$14.81	0.22%	1,201,391	\$33.33	\$220,164.02
Search	8,070,862	238,069	\$1.65	2.95%	-	-	\$392,975.62
Pre-Roll Video & Internet Radio	16,101,254	47,989	\$6.46	0.30%	5,691,956	\$19.25	\$309,946.19

Display	95,771,411	682,630	\$1.45	0.05%	-	\$0.22	\$21,003.09
Twitter	713,163	20,082	\$0.37	2.82%	-	\$10.45	\$7,453.82
Snapchat	3,360,950	-	-	-	204,353*	\$6.22	\$20,900.00
Total	211,718,189	1,433,331	\$1.74	0.68%	25,038,519.00	\$11.77	\$2,492,684.31

Facebook

Over the course of the campaign our ads were seen 81 million times, reaching 13.2 million voters, on average more than six times each. Of those 13.2 million voters, more than half took an action (click, like, comment, etc.) on our ads, higher than other successful campaigns. 9.84 million times users viewed more than 10 seconds of our videos. On average users watched 20.4 percent of our videos, more than five percentage points above similar campaigns. Overall, our ads drove 429,699 visits to defeatcrookedhillary.com.

Video	Impressions	Reach	Freq.	10s Views	10s View Rate	Link Clicks	CPC	CTR	Spend
Do Nothing	6,250,663	2,270,711	2.75	1,079,583	16.59%	31,968	\$4.15	0.51%	\$132,579.03
NAFTA	5,158,057	2,080,126	2.48	529,648	9.75%	28,932	\$3.43	0.56%	\$99,186.21
Can't Run Her House	2,310,081	1,229,935	1.88	237,663	8.04%	13,025	\$4.56	0.56%	\$59,418.32
Equal Pay	6,716,760	2,062,332	3.26	946,799	18.12%	11,171	\$12.21	0.17%	\$136,404.48
Benghazi	3,729,888	1,853,954	2.01	650,286	19.71%	25,480	\$2.54	0.68%	\$64,776.33
SCOTUS-Evangelicals	2,465,506	742,781	3.32	314,201	12.74%	9,689	\$7.26	0.39%	\$70,346.12
How To Lie	2,300,861	442,868	5.2	243,438	10.58%	-	\$7,778.37	-	\$54,448.56
FALN	2,353,011	454,780	5.17	263,642	11.20%	-	\$18,149.85	-	\$54,449.54
NAFTAv2	615,368	331,201	1.86	107,113	17.41%	2906	\$2.84	0.47%	\$8,250.00
SCOTUS	4,657,418	1,792,089	2.6	637,720	10.10%	18168	\$3.23	0.39%	\$58,745.02
Shut It Down	1,660,268	971,520	1.71	296,643	17.87%	10457	\$3.59	0.63%	\$37,499.83
The Cut	1,691,831	1,012,334	1.67	333,300	19.70%	11023	\$1.70	0.65%	\$18,747.15
Obama-The Game	3,062,342	908,024	3.37	400,038	13.06%	-	\$7,223.28	-	\$79,456.09
Bernie Never	1,492,966	1,153,878	1.29	338,421	21.18%	3914	\$5.22	0.26%	\$20,425.93

Had A Chance									
Clinton Foundation Fails on Equal Pay	1,160,382	731,258	1.59	289,090	24.91%	2549	\$2.14	0.22%	\$5,467.00
A Danger to National Security	1,183,623	823,848	1.44	152,495	12.88%	12301	\$1.69	1.04%	\$20,785.04
Corruption is a Family Business	1,361,408	867,901	1.57	152,755	11.22%	13265	\$1.76	0.97%	\$23,290.34
Race of a Lifetime	673,559	502,122	1.34	94,984	14.10%	2887	\$4.06	0.43%	\$11,728.21

The video titled ‘Can’t Run Her House’ was very effective in persuading women in our principal audience not to vote for Hillary Clinton. After conducting an Ad Recall and Impact Survey we found that the ad was especially effective in the State of Florida by increasing intent to vote for Donald Trump by more than 8 percentage points.

The videos titled ‘How to Lie’ and ‘FALN’ were also very effective in persuading voters, with 7.7 percent and 7.8 percent respectively, increasing intent to vote for Donald Trump among users in our principal audience. These videos were shown to a subset of our principal audience that viewed national security as one of their top three most important issues.

When the video titled ‘SCOTUS’ was shown to our audience of evangelical voters, we saw little effect in changing Hillary Clinton’s already high unfavorability rating. However, after conducting our Ad Recall and Impact Survey, Evangelicals aged from 18 to 24 had increased their very unfavorable rating of Hillary Clinton by 10 percent.

The video titled “Equal Pay” was very effective in decreasing intent to vote for Hillary Clinton and increasing intent to vote for Donald Trump among women. It was especially effective with women over the age of 65, with a 12.68 percentage point increase in intent to vote for Donald Trump. There was a 6.6 percentage point decrease in intent to vote for Hillary Clinton among women aged 35-44.

TrueView

Our ads performed very well on YouTube’s skippable TrueView inventory with a completed view rate (CVR) of 17.69 percent, higher than the standard CVR for political campaigns of 15 percent. Overall, our videos were seen 1,201,391 times at a cost of \$0.17 per view. This is on the high end for what we generally see with political campaigns and increased as we approached the end of October. Because of this, we shifted budget to Facebook and search where our ads saw better performance.

Video	Impressions	Link Clicks	Video Views	CPV	CVR	Spend
Bernie Never Had a Chance	311,684	528	109,251	\$0.09	35.05%	9,534.79
Clinton Fatigue	2,253,635	7,469	391,666	\$0.16	17.38%	62,190.73
Corrupt and Dangerous	839,593	1,324	147,489	\$0.21	17.57%	31,614.60
DoNothing	1,613,437	3,652	358,501	\$0.12	22.22%	43,261.13
Can't Run Her House	29,143	35	4,868	\$0.27	16.70%	1,327.71
Obama - The Game	37,564	24	5,930	\$0.31	15.79%	1,832.61
A Danger to National Security	167,639	194	21,302	\$0.29	12.71%	6,184.12
Corruption is a Family Business	249,714	239	37,687	\$0.27	15.09%	10,321.55
A Race of a Lifetime	773,809	1,002	77,206	\$0.45	9.98%	34,702.70
The Cut	330,262	395	47,491	\$0.40	14.38%	19,194.07

The video titled “Race of a Lifetime” had the lowest video completion rate (CVR) of 9.98%. This likely due to it’s slow start, whereas the video “Do Nothing” started very strong and had one of the highest CVRs for 30 second videos at 22.22%.

Twitter

We ran two campaigns, one to grow our number of followers and another to promote key tweets. The follower campaign generated 7,781 Twitter followers at cost of \$0.79, on the low end for similar campaigns.

Twitter	Impressions	Engagements	Cost Per Engagement	Engagement Rate	Followers	Cost Per Follow	Spend
Let's Stop Hillary Clinton	713,163	31,851	\$0.23	4.47%	7,840	\$0.86	\$7453.82

Display

Overall our display ads drove 14,455 clicks to defeatcrookedhillary.com. Ads ran primarily in news articles that mentioned Hillary Clinton. Such sites include: politico.com, drudgereport.com, cnn.com, realclearpolitics.com, and cbsnews.com.

Display	Impressions	Link Clicks	CPC	CTR	Reach	Frequency	CPM	Spend
Wikileaks	1,975,224	1,645	\$2.69	0.08%	-	-	\$2.24	\$4,422.73
Do Nothing	22,551,748	11,468	\$1.29	0.05%	-	-	\$0.66	\$14,834.94
Stop Hillary - Sign Up	2,026,686	1,342	\$1.30	0.07%	-	-	\$0.86	\$1,745.43

Search

Overall, our search campaign drove 238,069 visits to our landing pages and generated more than 26 million search impressions. Ads were delivered in key states and surely hindered the fundraising efforts of the Clinton campaign. Many clicks to 2016truths.com came from users searching for keywords such as: “Hillary Clinton” and “Hillary Clinton Campaign.” The keyword that generated the largest number of clicks to 2016truths.com was “Hillary Clinton Emails” and to defeatcrookedhillary.com “latest on Clinton email.” Combined, our cost-per-click was \$1.65, which is very low for this type of campaign. The strong performance of the search campaign can be attributed to the high Quality Score (relevancy to a user’s search query) our ads received for the keyword “Hillary Clinton.”

The ad that drove the most clicks read “Confused about Hillary’s past? Learn the truth.”

Search	Impressions	Link Clicks	CPC	CTR	Avg. Position	Top Keyword	CPM	Spend
2016 Truths	6,780,239	214,615	\$1.51	3.17%	1.1	Hillary Clinton Emails	\$47.72	\$323,579.71
Defeat Crooked Hillary	1,290,623	23,454	\$2.96	1.82%	1.5	latest on clinton email	\$53.77	\$69,395.91

Pre-Roll & Internet Radio

Our ads also ran on pre-roll, non skippable inventory across the web, utilizing platforms such as Google’s DoubleClick Bid Manager, MobileWalla’s mobile ID solution, and Pandora internet radio’s inventory in key states.

Ads ran on various news and related sites across the web, such as: foxnews.com, msn.com, cnn.com, weather.com, and yahoo.com.

Pre-Roll (Non-TrueView)	Impressions	Link Clicks	Video Views	CPV	CVR	Spend
Hillary Is Still Lying	1,619,552	356	1,268,627	\$0.02	77.00%	\$22,232.21
Clinton Foundation Fails on Equal Pay	1,458,615	472	1,123,151	\$0.02	78.33%	\$22,226.58
Bernie Never Had A Chance	411,446	103	438,989	\$0.01	83.10%	\$3,755.32
Mobilewalla	5,183,449	33,056	2,088,725	\$0.06	40.30%	\$117,035.53
Pandora - Audio	6,649,746	10,197	-	-	-	\$16,269.52
Pandora - Video	778,446	3,805		-	73.67%	\$128,427.02

SnapChat

Our SnapChat filter was available to users across the state of Pennsylvania on Election Day. The filter was used by 204,353 SnapChat users and was seen 3,360,950 times. Overall, users engaged with the filter 2,354,144 times across the state of Pennsylvania.

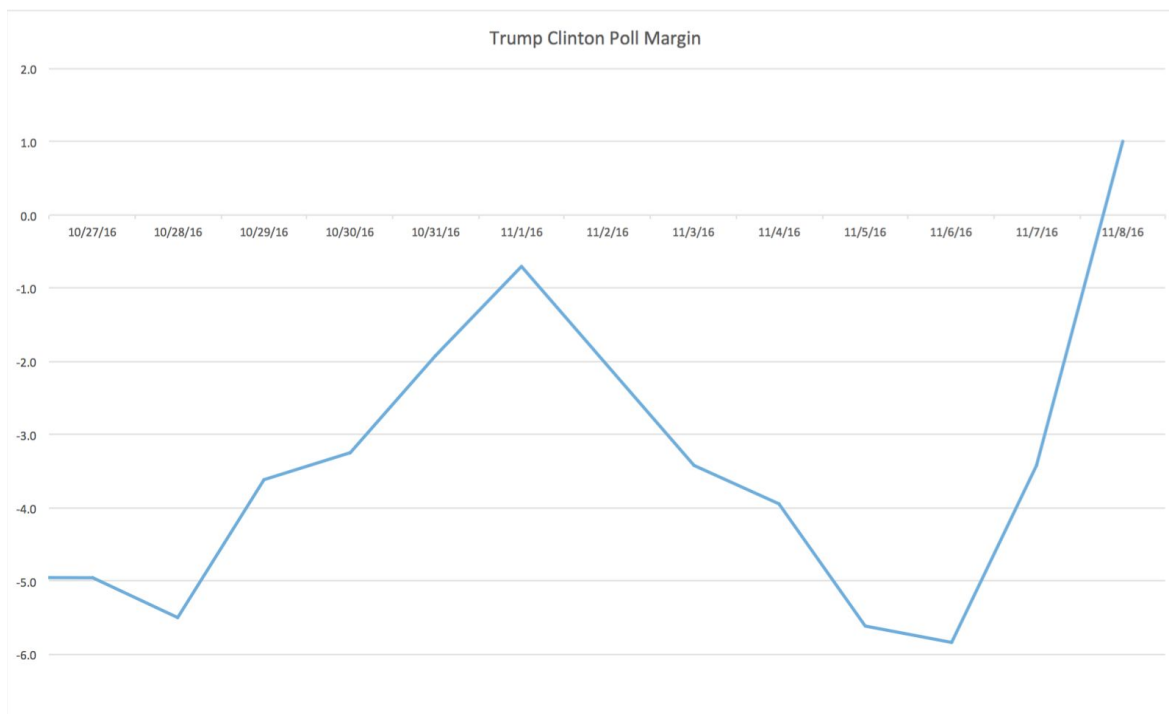


Michigan Impact

Thursday before Election Day, MAN1 secured a donation for immediate ad spend. Based on last minute public polling numbers, the decision was made to invest that donation into 72 hour voter turnout in Michigan. We went up with the top performing ads from other target states from Friday, 11/4 through Election Day. Over the first 48 hours, engagement on the videos skyrocketed to over three million hits. Before Election Day even arrived, we had delivered 6 million impressions to conservatives statewide, to encourage turnout.

Looking at the below graph of tracking polling made available to CA after Election Day, we can see an important trend over the final days of the race. This graph follows indicated Trump support, with the 0.0 indicating a tie between Trump and Clinton. As we can see from this trendline, Trump's support was affected by the 10/27/16 announcement by the FBI that they would be reopening the investigation into Clinton's secret server. It took two to three days for that announcement to saturate and boost Trump's numbers, before they started to fall down to -5. However, with our ads starting on the afternoon of 11/4/16, you can see the same turnaround time leaving Trump tied to +1 on Election Day.

We now know Michigan to be the narrowest margin of victory for Donald Trump; 47.6 percent Trump / 47.3 percent Clinton according to the New York Times. If MAN1 had not made the final GOTV investment in the state, we can reasonably argue Trump would not have achieved his historic victory in Michigan.



Creative

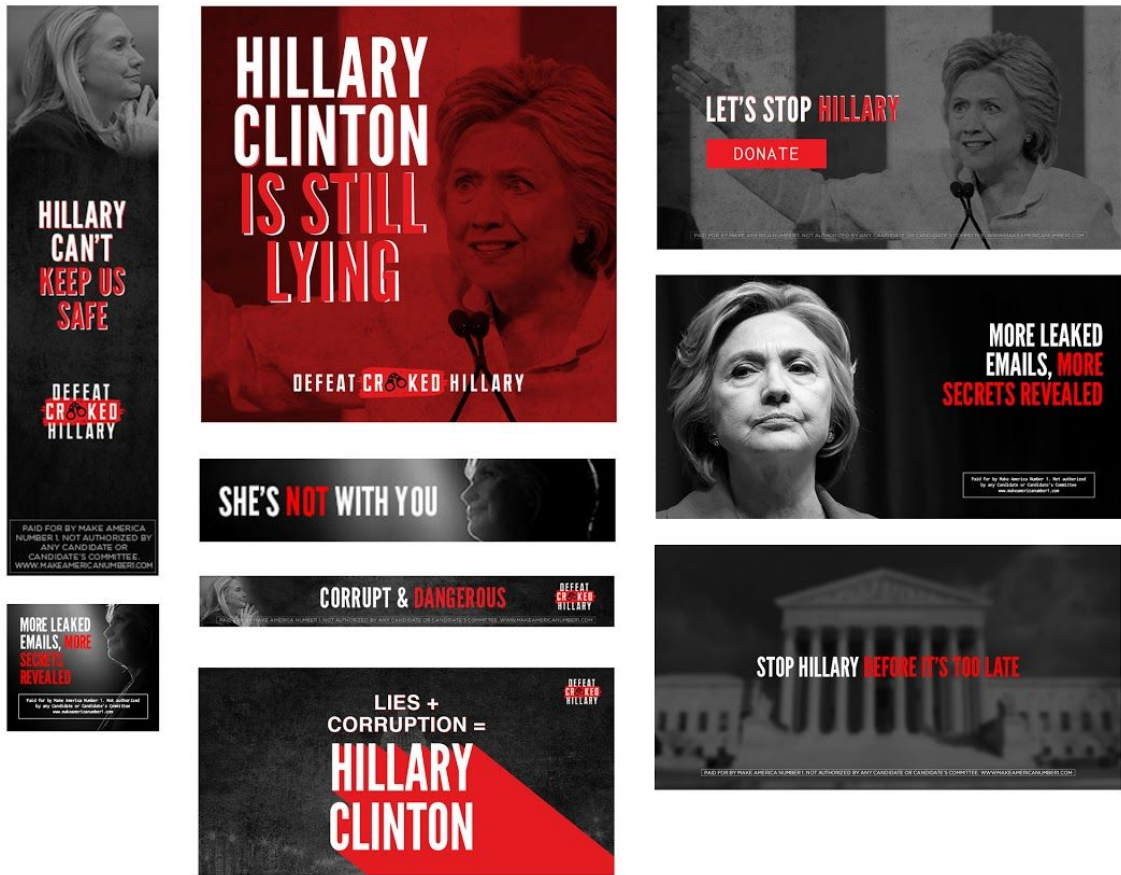
Over the course of the election cycle, from July to November, Cambridge Analytica produced all of the creative behind Defeat Crooked Hillary's ad campaigns. In that five month span, 14 different ad campaigns were run, each including a minimum of 12 creative pieces, totaling over over 170 individual ads. These ads were distributed by the CA digital team and were interacted with by tens of millions of users online.

Along with standard digital ads, CA also designed and sent out personalized email campaigns, advertised on Snapchat, Twitter and Facebook, and designed infographics to clearly display our data models to the press, and donors.

CA was also responsible for running the shareable creative pieces behind the Super PAC's multiple social media accounts in order to organically attract new activists, users and donations. In this effort, CA designed 48 unique graphic images for each social media account which received tens of thousands of online interactions.

In addition to advertising and social media, CA was responsible for the design and management of all three websites linked to the Super PAC; Defeat Crooked Hillary, 2016 Truths and Save the Supreme Court. These websites were designed and targeted to very specific audiences and were each managed accordingly. Defeat Crooked Hillary served as the main, overarching website where people could interact directly with the Super PAC, learn about our messaging, donate and more. 2016 Truths was designed specifically for individuals that were interested in fact-checking Secretary Clinton on debate nights. When users Google searched "Hillary Clinton" and other Clinton terms, the 2016 Truths site was one of the first to appear. Save the Supreme Court was built to educate voters, especially conservatives and Evangelicals, on the effects a Clinton Presidency could have on the SCOTUS and inevitably encourage them to cast a ballot against her. All of these sites were incredibly successful (see above digital metrics) in those efforts and each helped gather user information for remarketing campaigns, and email signups for MAN1 call-to-action and donation conversion.

Below are examples of the design work that was completed by CA in the form of digital ads, organic graphics and website development.



ABEV Test

During the second week of Early Vote, CA created a segment from our principal audience of previous absentee or early voters who had yet to cast their ballot. We targeted this segment with Facebook display ads chasing their vote with variations of “Vote Now” static ads. Overall, we reached 638,847 AB/EV voters in key states more than 6.15 times each.

While this test was intended to give us insight into the effectiveness of different messaging motivators, we only reliably found a higher likelihood to vote amongst the segment who received these additional advertisements. Moving forward, revisiting this test could be worthwhile to pinpoint what type of language and/or graphics encourage voter turnout, specific to demographic, geography, and personality type.

List Building and Organic Audience

Building a loyal and interactive presence on social media was key to MAN1’s success in reaching and influencing as many potential voters as possible. Cambridge Analytica’s (CA) digital and creative team built a Twitter profile, Facebook page, and YouTube account that effectively and organically interacted with and influenced tens of millions of Americans.

The creation and regular usage of the Defeat Crooked Hillary (DCH) social media accounts gave MAN1 a channel to directly communicate their message and develop a strong, organic presence online. Each account was utilized to further MAN1’s goals across a more diverse landscape in a non-formal and sharable way. These channels also allowed CA to outsource MAN1’s messaging for distribution to those most passionate about the cause.

On Twitter and Facebook, the production of nearly 1,000 posts enabled the accounts to reach millions of Americans. These posts were specifically designed to persuade followers to take action, educate them on current happenings of the campaign, promote MAN1’s content and campaign rapid response.

Utilizing Facebook, CA garnered a substantial following for the DCH page and gained a valuable source of imparting MAN1’s messaging. With over 50 million people reached, millions of post engagements and tens of thousands of “Likes”, the page enabled MAN1 to directly engage individuals on a channel they use to gather and distribute messaging daily.

CA’s digital and creative team also employed the handle “[@HillarysCrooked](#)” on Twitter to accumulate over 1.5 million impressions, 20,000 Retweets, 22,000 likes, and more than 8,400 followers.

The addition of a YouTube account enabled CA to post advertisements produced by the Super PAC online for easy access. DCH's YouTube account gained 1,100 subscribers and its' 35 videos received over 3 million views. Partnered with the 24 million views received from sharing the videos on DCH's Facebook and Twitter accounts, the videos received almost 28 million views online alone.

A major contribution to the effectiveness of MAN1's social media presence was CA's team closely monitoring the status and actions of the Clinton campaign and election in order to react in real-time. As news broke, followers and viewers were quickly provided updates and information from MAN1's social media accounts, thus legitimizing the channels.

The effort, effectiveness and precision of the CA team was demonstrated by their preparation and swiftness of response to the happenings of the campaign. During times of optimal traffic, CA was prepared to break through the increased levels of user interaction to maximize the reach of the SuperPAC.

For each Presidential and Vice Presidential debate, debate documents were drafted in advance that included nearly 100 pre-made posts, graphics and gifs specially tailored to react to topics of discussion and target our audiences during a time of high social media usage.

Throughout the campaign each account showed continued traction and reach due to the constant maintenance and efforts of the CA team.

Email Test

Cambridge Analytica uses psychographic profiling (i.e. personality scores) to specifically tailor advertising to a person or group of persons. Tailoring advertising to an individual's specific personality should drive behavior to a greater extent than generic messages. Using CA's national database of donors, we were able to match MAN1 signups to their corresponding personality, and tailor messaging directly to them to test open rates, conversion of donors, and call-to-action.

This approach is based on decades of research in personality psychology with a special emphasis on the so-called "OCEAN Big 5."

In brief, the OCEAN Big 5 model suggests that human personality is made up of five major domains (the first letters of which spell out the acronym OCEAN):

Openness: a measure of the degree to which people enjoy new experiences

Conscientiousness: degree to which people prefer plans and order

Extraversion: degree to which people enjoy being with others

Agreeableness: degree to which people put others needs before themselves

Neuroticism: a measure of a person's emotional stability (or lack of stability) and propensity to worry.

Each person has a personality that is a hybrid of each of these domains. Knowing a person's personality score provides insights into the kinds of messaging to which he or she might be especially receptive.

With this in mind, Cambridge Analytica ran two email campaigns with different types of personality based email subject lines. In both cases, subject lines were developed specifically for individuals with high scores on the neuroticism domain.

In the first email message, a subject line was developed which was designed to appeal to people with high neuroticism scores. Specifically, the email subject line was designed to be reassuring to people who ordinarily might have a propensity to worry. The subject line read:

Preserve Freedom and Overcome Hillary's Candidacy

This subject line was sent to some people with high neuroticism scores and some people without such scores.

As expected, the email with the tailored subject lined produced 20% better open rates when sent to people with high neuroticism scores than when it was sent to people without high neuroticism scores.

In the email campaign, three types of email subject lines were sent to people with high neuroticism scores. Some suggest of the subject lines were designed to be reassuring (e.g. "**Calm the storm, stop Hillary**") , some were designed leverage a fear appeal (e.g. "**Electing Hillary destroys our nation**"), and some were generic (e.g. Information from Make America Number 1).

Overall, the fear based email subject line produced the best results. The fear based subject line resulted in 10% more email opens than a generic message, and a nearly 20% larger open rate than the reassuring subject line.

These email campaigns demonstrate the effectiveness of psychographic profiling for enhancing email marketing campaigns.

Television

Four major television buys were placed over the course the DCH.

1. Cut, 10/9
2. Can't Run Her House (Michelle Obama Ad), 10/24-11/1
3. Race of a Lifetime (Drugs Ad), 10/24-11/1
4. Questions, 11/2-11/8

'Cut' ran for one night, during the second Presidential debate, in Ohio and Pennsylvania. The goal was to reach a maximum number of Principal Audience households, within our budget. 'Cut' bracketed the debate running either directly before, or directly after, depending on the exact station. The ad delivered 1.5M impressions in its' one night.

'Can't Run Her House' ran for two weeks in Florida. The buy was placed following an Ad Recall and Impact Survey conducted by CA. The survey indicated the ad moved women away from Clinton,

swinging Clinton's unfavorables by nearly 16 points among some demographics. Using this data, CA isolated persuadable women in FL based on the Principal Audience, then selected the networks - cable or broadcast - and carrier (Comcast, Charter, etc.) to best serve 'Can't Run Her House' to these audiences. The Communications team at both MAN1 and CA worked together to place multiple stories about the buy and the metrics behind it. MAN1 even drew a Cease and Desist from the Clinton campaign, a true sign of the effectiveness of this ad.

'Race of a Lifetime' ran for two weeks in Florida. The buy was placed in the Panhandle, in high density conservative areas. Similar to the above, CA used the Principal Audience to isolate regions where high Republican turnout is imperative to the outcome statewide. 'Race of a Lifetime' and 'Can't Run Her House' ran during the first week of Early Vote. Panhandle was delivered to nearly 1.6 million voters.

Expenditure

MAN1 paid CA a total of \$5,593,648. Of this, \$3,868,714 - roughly 70 percent - went to delivering messaging directly to voters with the remainder going to overhead. Overhead included the retainer, the Evangelicals data acquisition, and the polling conducted by CA.

Retainer and data: \$1,377,934
Digital Ad Delivery: \$2,534,657
Television Ad Delivery: \$1,211,072
Web Development: \$12,985
List Building: \$110,000
Polling: \$347,000

Conclusion

MAN1 set out to run a highly targeted, data driven, financially transparent Super PAC. This ambition alone, set it apart from other groups, both past and present. The ability of the organization to move quickly in drafting creative, placing ads, and measuring impact made MAN1 an elite and imperative component to Donald Trump's success and Hillary Clinton's ultimate demise. The entire MAN1 team should take confidence in the knowledge that we did work other groups and individuals were unwilling to do in defeating Hillary Clinton.

Looking forward to the 2018 and 2020 elections, MAN1 still serves a purpose by collecting, and refining data for use advancing policy and directly advocating for or against candidates.

In the event MAN1 remained operational, our recommendations are to heavily invest in Hispanic data collection through survey research, third party data scraping, and digital targeting. The Hispanic portion of the electorate is only growing, and for Trump, or any other Republicans, to be successful in the future, understanding the messaging and targeting of Hispanic voters is paramount. We additionally suggest investing in voter registration efforts in states like Michigan, Nevada, Colorado, Arizona, New Mexico, and Texas. While some of these states voted for Trump, the margin of victory for conservative candidates is shrinking as years go by (Texas and Arizona) while other states have seen a demographic shift that is moving them out of the 'swing' state column to a safely blue state, making national success more challenging for candidates down the road.

Additionally, using what we learned about targeting, the principal audience, and messaging MAN1 is well positioned to lean into Trump policies, and the policies of a majority Republican Congress and Senate. Advancing these policies, through direct messaging to voters lays the groundwork for a

Trump reelection, and down ballot success for years to come. We recommend continuing with the above methodology of drafting creative, delivering it to a principal audience, and measuring its impact specifically centered around the policy initiatives of President Elect Trump.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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Partido Revolucionario Institucional (PRI) The Path to Campaign Victory



Political

December 2017



CA Political is part of Cambridge Analytica, the global leader in data-driven products and services across the commercial, political and not for profit sectors.

Introduction



CA Political | About

We are a multidisciplinary behavioural research and intervention agency applying a scientific approach to communications campaigns.

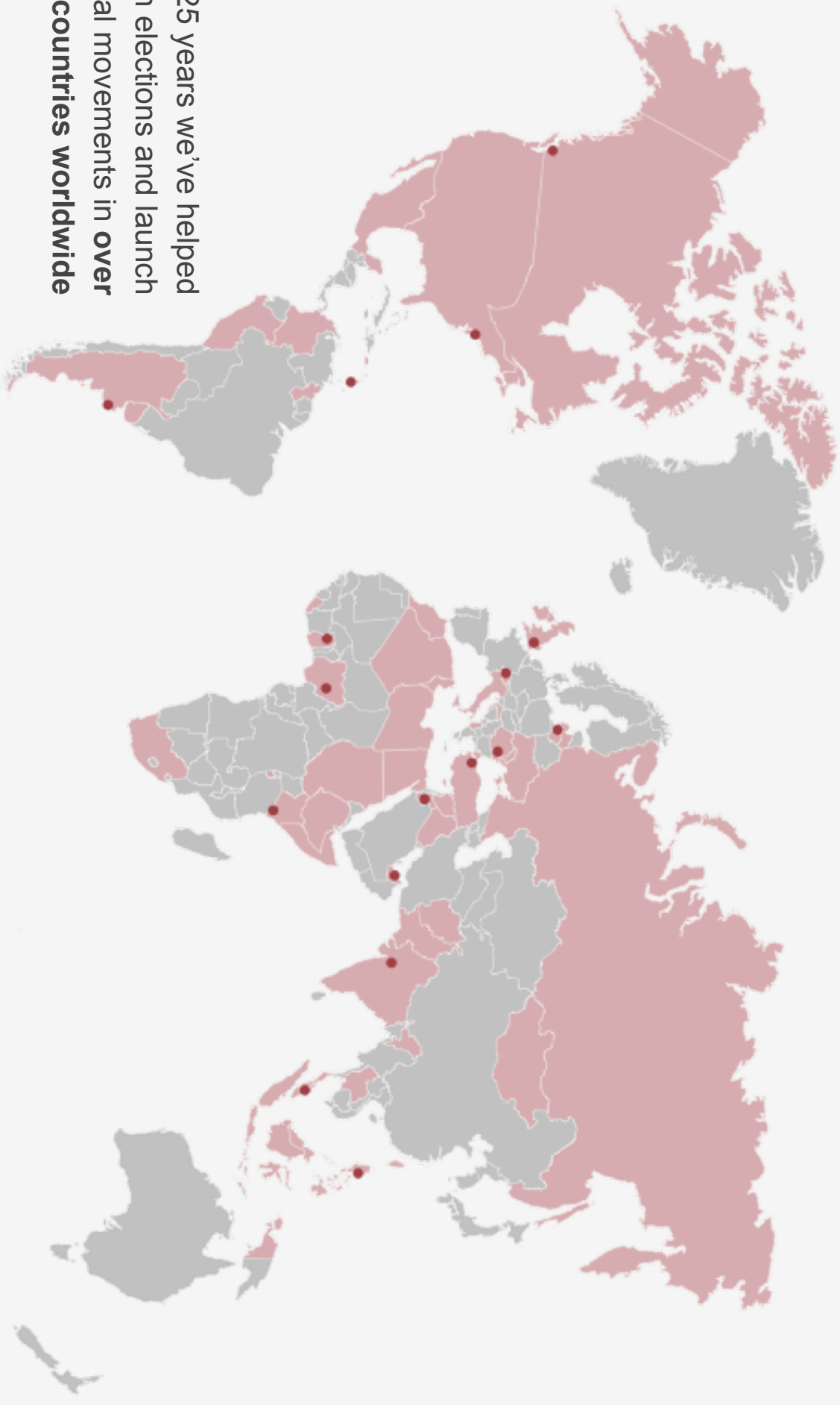
We understand people and why they think, feel and behave the way they do – as individuals and collectively.

We help political parties to reach, engage and persuade their populations – to win elections, drive social change, gain support for political and economic reform.

We use in-house data modelling and analysis to create precisely targeted, tailored campaigns for different audiences across a range of political and commercial campaigns.

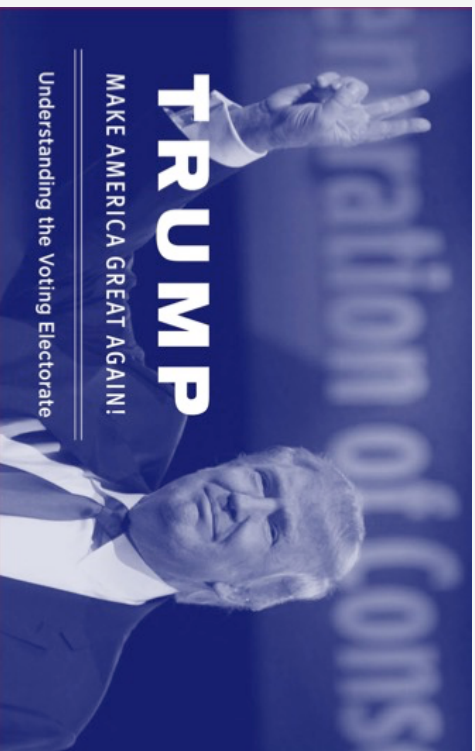


In 25 years we've helped
win elections and launch
political movements in over
100 countries worldwide





Donald J. Trump Campaign | 2016



Research

Find out what the electorate really thinks

Fundraising

Raise money for the campaign war chest

Data analytics

Identify and target 'floating voters'

Digital marketing

Reach out, target and persuade

Campaign spend

Squeeze maximum value from every dollar



British data scientists target 20 million new voters for Trump



Cambridge Analytica, The Data Gurus Who Anticipated the Election Result



Political Revolution: How big data won the US presidency for Donald Trump



Donald Trump defies all odds to become US President



The Fight Ahead

PRI in a fight for its life.

- The party widely detested and distrusted – lowest ever ratings for President Nieto
- People dissatisfied and angry – key issues corruption and insecurity/violence
- Andrés Manuel López Obrador the populist front-runner – setting the agenda
- Ricardo Anaya energising the PAN/PRD/MC coalition – youthful agent of change
- Candidate Meade an unknown quantity – less than 10% national name recognition
 - Depicted by opponents as “more of the same,” elitist, out of touch with ordinary Mexicans, a regression to the past

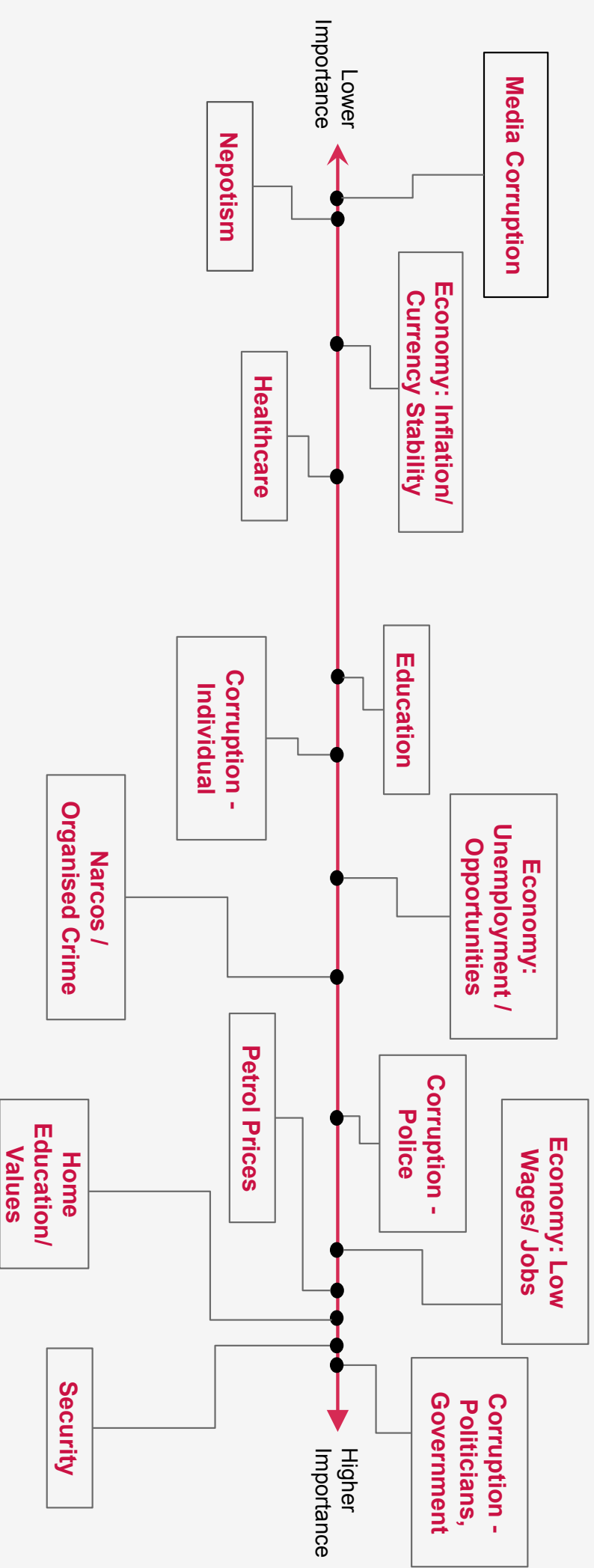
BUT: a great opportunity to define the man, build the brand, create a new image

Insights

June 2017








Issues People Care About





Party Performance: Key Issues

PRI seen as performing badly (and worst of all parties) in addressing key issues

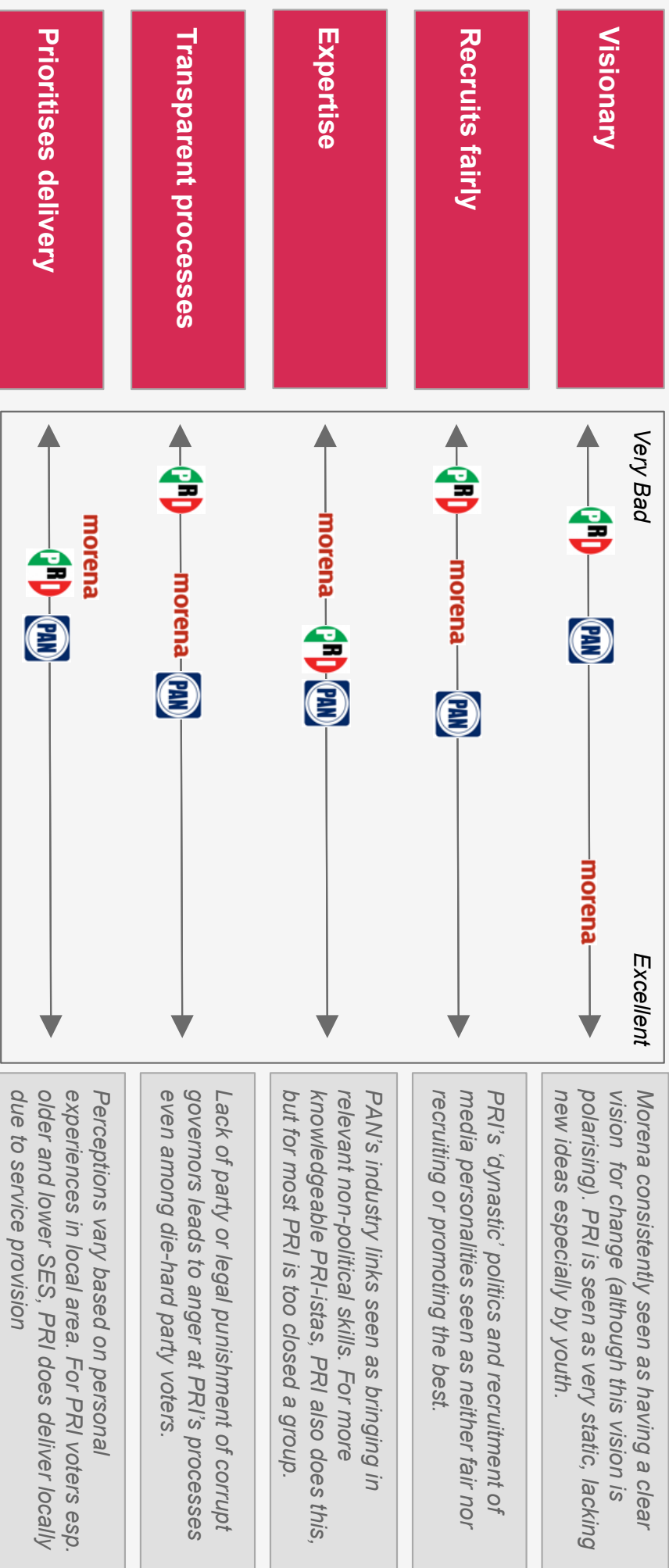
Corruption <i>Political & police infrastructures</i>		<p>PRI is seen as by far the most corrupt of the major political parties. Both the Casa Blanca scandal and Javier Duarte are common references. PAN and Morena are viewed far more favorably.</p>
Gas Prices <i>Rise in gas costs despite PRI promises to the contrary</i>		<p>PRI is seen as the driving factor behind the rise in fuel prices. Behind corruption, this matter is the single most corrosive for PRI.</p>
Economy <i>Level of inflation, exchange rates and impact on families</i>		<p>PAN is viewed as a business minded party. Their time in the presidency is viewed as a time of a stable Peso and strong economy.</p>
Narcotics <i>Cartel violence and safety fears</i>		<p>PRI's brand is tied to narcotics and narcotic traffickers. PRI is viewed as either an active collaborator or passive bystander. PAN is strong on this issue.</p>
Security/Rule of Law <i>Fear of crime and impunity</i>		<p>PAN is viewed as stronger on security than PRI. Lawlessness and bribery as seen as distinctly in line with the PRI brand.</p>

Most important



Party Performance: Ideal Attributes

PRI seen as performing badly (and worst of all parties) across most key party attributes



Most important

Overall: PRI has largely negative associations

PRI is most associated with both corruption and nepotism, more than any other party and even amongst their supporters. While recognised as experienced, these traits create feelings of dishonesty and distrust amongst the population. Supporters like that they maintain the status quo (change averse) and deliver security, while these are seen as flaws by non-supporters.



More PRI

More PRI

Nepotism
Corruption
Status Quo

Experience

Dishonest

Stability (security)

Not trustworthy

**Resolves
problems**

**Creates
problems**

Economy

Stability (economic)

Conservative

Religion
Elitist

Business(men)



More PAN

More MORENA

morena

Morena is highly associated with populism and communism, with frequent references to Cuba and Venezuela. This creates a high degree of fear and sense of danger the party could bring. Proposals (and even Obrador's 'lifestyle') are seen as unrealistic and not feasible to deliver without support from other parties. However, the party is praised for being different, visionary and promoting much needed change.

PAN is negatively associated with businessmen, elitism and being extremely conservative (linked to religion). However, they are seen as the party that provided economic stability, due to the growth and currency stability experienced under Fox and Calderón. They are believed to resolve problems at both the local, state and national level, esp in terms of work and economy, e.g. via foreign investment.

The Path to Victory

1. **Emphasize Meade's credentials as a skilled and experienced technocrat – not a politician but a man who “gets things done.”**
2. **Take a stand against PRI corruption scandals – acknowledge past mistakes and offer real, practical solutions in the fight against corruption.**
3. **Define what prosperity really means for the average citizen – not vague promises about “economic prosperity” but what that means in concrete terms for the average Mexican: the Peso in your pocket, your grocery bill, your children's education.**
4. **Go hard against violence and insecurity – again, not lofty speeches about human rights or transforming the police, but effective proposals that demonstrate Meade's ‘iron fist.’**
5. **Reach out to a wider constituency – bring non-partisan talents (from academia, civil society, business) into the administration, and make particular efforts to reach out beyond traditional PRI strongholds to the young, women, the working poor.**

The Winning Factor

Data-driven campaigning – not gut instinct or guesswork – is key to election success

- **Requires a data infrastructure with detailed information on the entire voting population:**
 - Behavioural drivers – underlying narratives, motivations, values, identities
 - Platform to model, segment and micro-target the population
 - Ability to identify and engage ‘floating voters’ on social media and mobile internet
 - Landing the right message, at the right time, in the right format, for maximum impact
- **Minimum 5% uplift in voter persuasion and turnout** – the winning margin
- **‘Future proofing’ the party** – building the strategic hub of PRI’s electoral campaign machine in 2018 and for years to come

Roadmap to Victory | 2018

PRI's 'Secret Weapon'

Stealth unit operating at arm's length and out of the public eye.

Feeding into the campaign War Room through a parallel operation – 'turbo-charging' PRI's communications efforts and impact.

Tasked to:

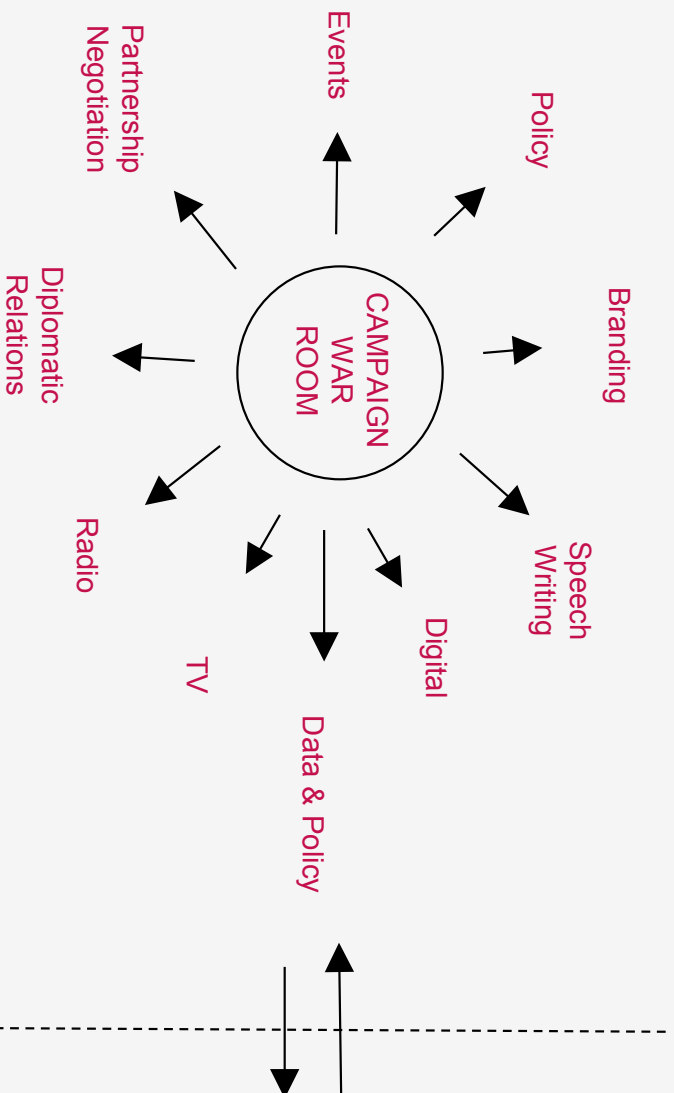
1. Conduct in-depth behavioural research
2. Build a data infrastructure to model, segment and micro-targeting the entire voter base
3. Advise on communications strategy, targeting and messaging
4. Implement two supportive campaigns (one pro-candidate and the other anti-opposition)

Support for the 9 key gubernatorial campaigns – coordinating research, data analytics and communications planning across all War Rooms.

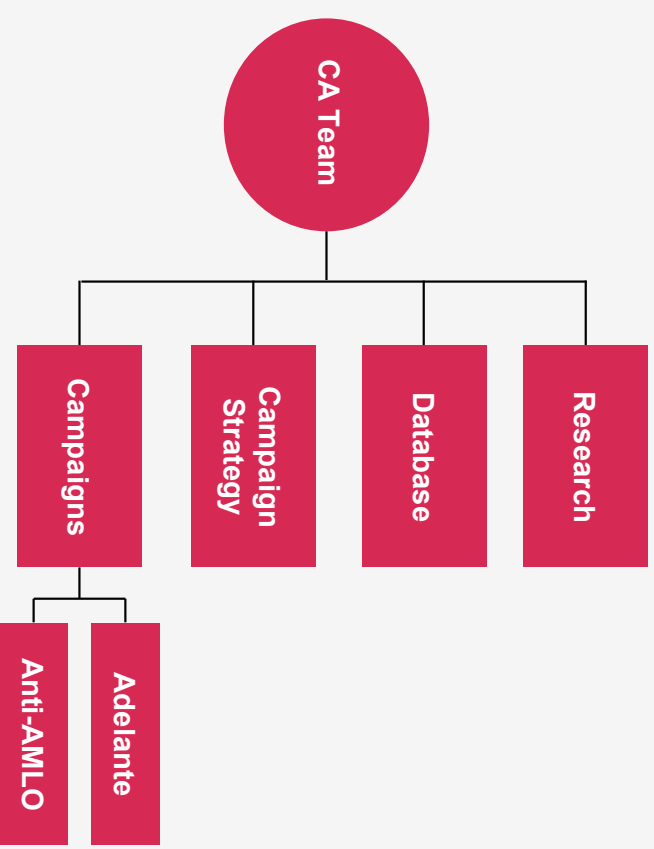


Coordination Structure

National Campaign

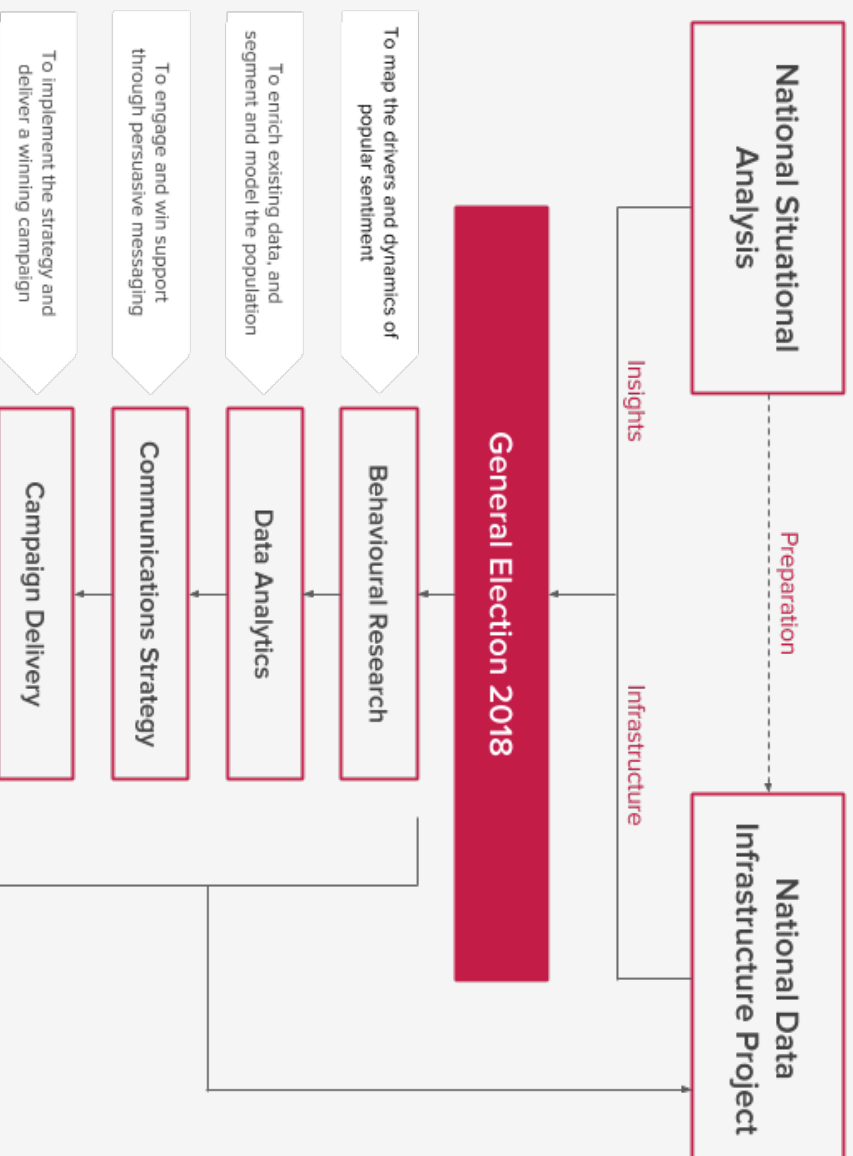


CA: Stealth Unit





General Election 2018 - National Campaign



Data Infrastructure

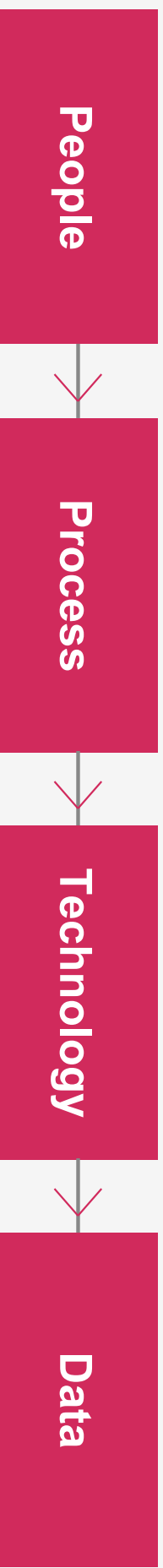


National Data Infrastructure Project

Objective: build a database with detailed information on the entire voter base

- A platform to model, segment and micro-target the population
- Able to identify and engage target audiences with the right message, at the right time, in the right format
- Strategic hub of PRI's electoral campaign machine in 2018 and for years to come

Our proven Data Infrastructure methodology covers the following four lenses through which a successful implementation is created and run:





Work Already Underway

Database mapping & building

Census data, voter registry, open source, Consumer and lifestyle data, social media

Regulatory compliance

Data registrations, firewalls, anonymised datasets and local modelling

Initial Insights

Qualitative regional focus groups, party brand study and candidate preference

Strategic Partnerships

Activation networks for micro-targeted communications

Quantitative Research Data

PIG-GI



Client

Mexico
Data



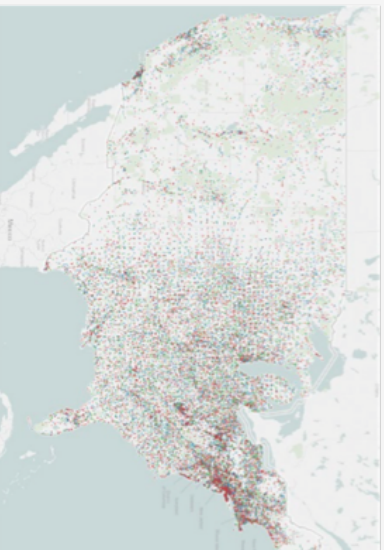
Targeting US-Based Mexican Voters

Target and recruit US-based Mexican voters

In 2006 PRI got 4% of the foreign vote;

In 2012 they got 17%; we now need to target minimum 25%.

Many do not apply for cards on time or go collect them once ordered.



Over 11 million eligible Mexican voters in the US.

Only 56,000 of them voted in the last election.

Because of strong and influential links between the two countries, **40,000 votes in the US will influence an estimated 8m votes in Mexico**

connect
DATA VISUALIZATION > GEO REPORT

nv_persuasion_lang

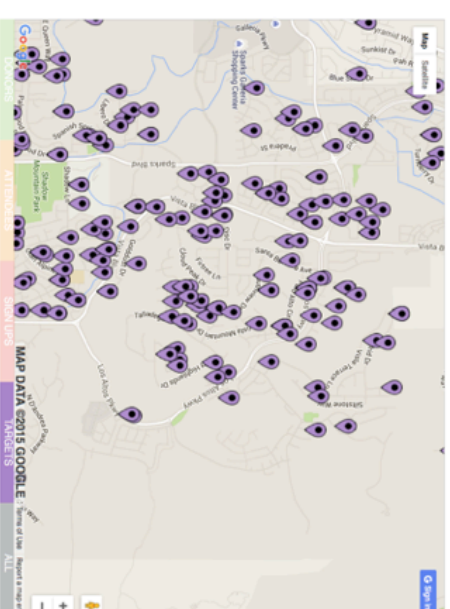
CREATE GEO-REPORT

EXPORT DATA



District information

District: 2
Primary voters: 128237
Selected voters: 2802
Delegate selection: Caucus/Convention
Eligibility: closed caucus
Number of delegates: 3



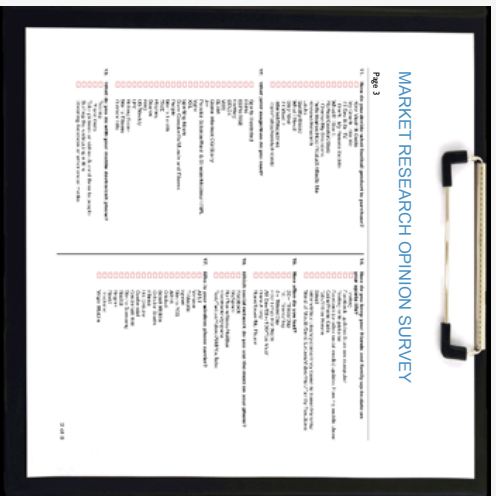
Behavioural Research

Political and Behavioural Research

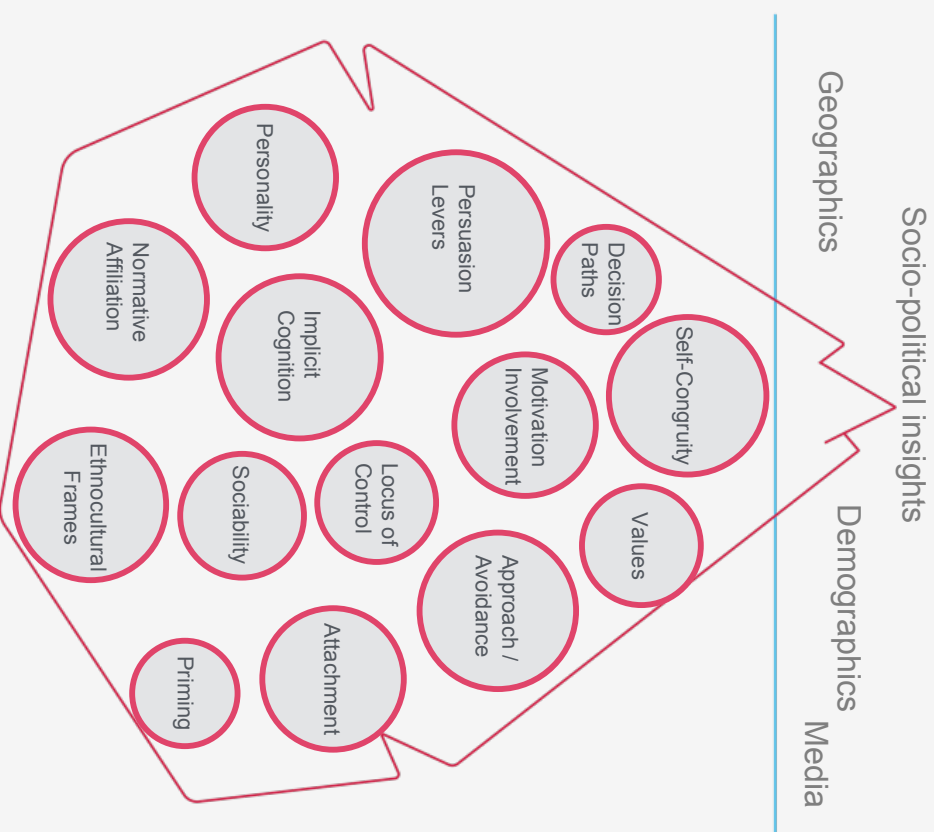


Target Audience Analysis

- Not a typical opinion poll
- Designed to reveal underlying narratives, motivational drivers, values, identities
- Segment population into groups based on shared characteristics/drivers



Vs



Target Audience Analysis

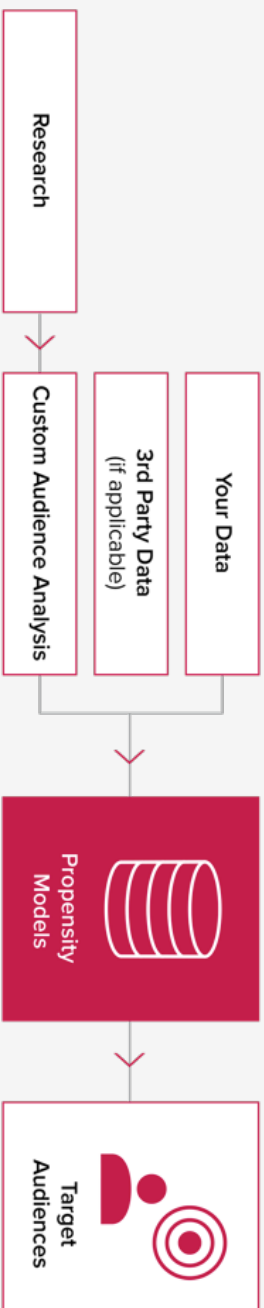


- Strategic partnership with Gabinete De Comunicacion Estrategica
- 25,000 door to door interviews
10,000 telephone interviews
- Building on in-depth focus groups
 - Creating a detailed map of the electorate – by issue and location
 - Tracking salience of key issues, support for parties/ politicians, what it will take to change mindsets
 - Design electoral strategy using insights from the research

Analytics & Delivery



Data Analytics



Enrichment

CA Data Scientists and Engineers build a new, integrated and enriched database.

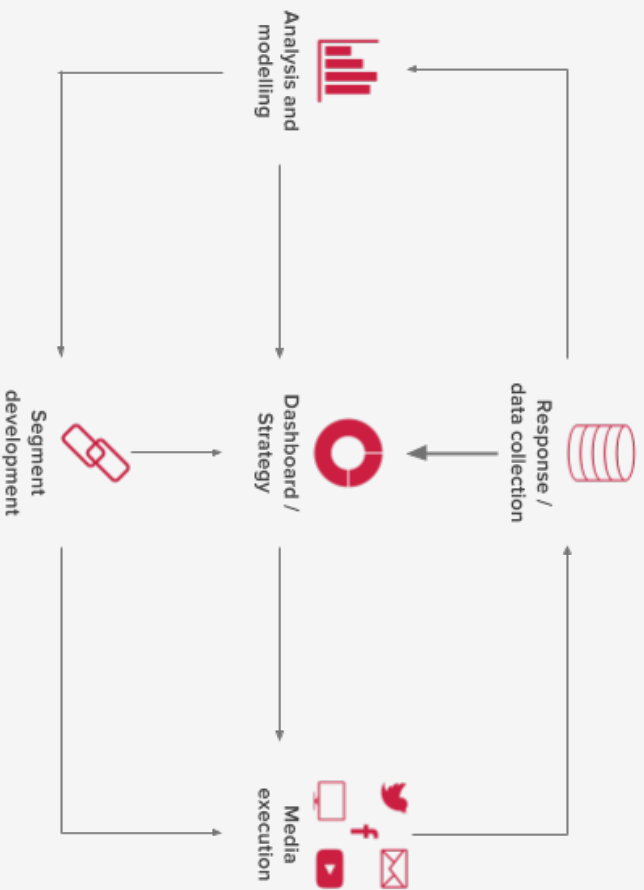
Analysis

CA's data scientists will transform data into insight by analysing and visualising the cleaned and enriched data to identify patterns and build an understanding of influencing factors.

Modelling & Segmentation

Armed with a detailed understanding of the challenges and a rich pool of data, CA's data scientists will create a set of propensity models that segment the population into actionable groups based on traits found to be significant from our research.

Campaign Cycle



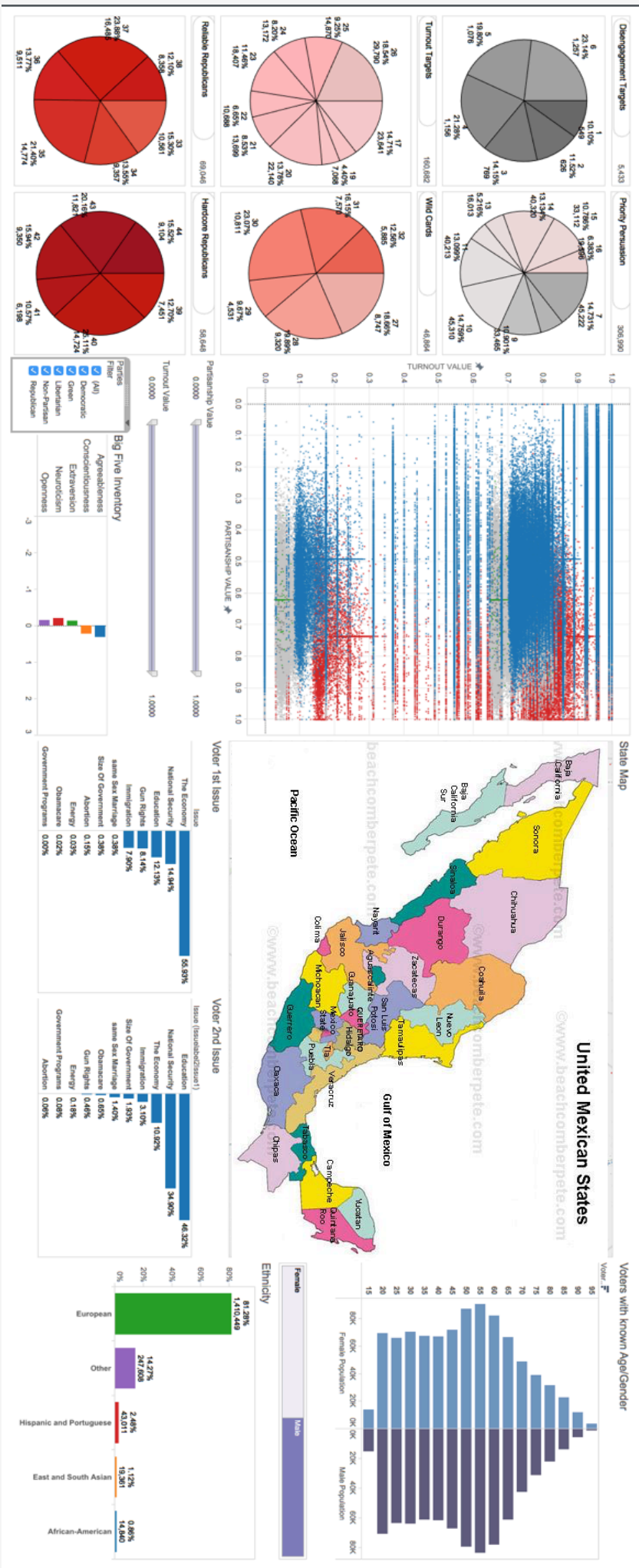
CA will provide end-to-end campaign support by:

1. Constantly feeding the campaign machine with new research and polling data
2. Analysing this data against our predictive models to extract behavioural insights
3. Segmenting the population into different actionable groups with similar characteristics, attitudes and voting preferences
4. Microtargeting each group with highly persuasive digital messaging on multiple platforms to maximise impact and spend efficiency.



Sample Media Plan – Indicative

Objective	Platform	Ad Type	Geography	Audience	Budget	Impressions	Frequency	Reach
Infrastructure	Facebook	Like Ad	Key Geographies	Persuadable Voters	\$40,000	1,600,000	3	5,333,333
Infrastructure	Twitter	Follow Ad	Key Geographies	Persuadable Voters	\$20,000	800,000	3	266,667
Persuasion	Display Network	Display	Key Geographies	Persuadable Voters	\$90,000	15,000,000	9	1,666,667
Persuasion	Facebook	Social Video	Key Geographies	Persuadable Voters	\$200,000	8,000,000	6	1,333,333
Persuasion	Twitter	Social Video	Key Geographies	Persuadable Voters	\$80,000	3,200,000	5	640,000
Persuasion	Video Network	PreRoll Video	Key Geographies	Persuadable Voters	\$200,000	8,000,000	8	1,000,000
Persuasion	Snapchat	Video	Key Geographies	Persuadable Voters	\$50,000	2,000,000	5	400,000
Persuasion	Snapchat	Geofilter	Key Geographies	Persuadable Voters	\$30,000	2,000,000	4	500,000
Persuasion	Google Search	Text	Key Geographies	Persuadable Voters	\$30,000	5,000,000	4	1,250,000
Mobilization	Video Network	PreRoll Video	Key Geographies	Supporters	\$90,000	3,600,000	7	514,286
Mobilization	Facebook	Social Video	Key Geographies	Supporters	\$100,000	4,000,000	5	800,000
Mobilization	Display Network	Display	Key Geographies	Supporters	\$50,000	8,333,333	9	925,926
Mobilization	Snapchat	Geofilter	Key Geographies	Supporters	\$20,000	1,333,333	4	333,333
Total					\$1,000,000	62,866,666		



Adelante Campaign

Adelante Campaign

The public
distrust government



but people are
proud to be Mexican





Adelante Campaign

CA will devise and roll out a national 'feel good' campaign - provisionally titled **ADELANTE MEXICO** - that will:

1. **Highlight government achievements**
2. **Reconnect PRI with the population**
3. **Reinvigorate national pride.**

Giving ordinary people a voice and platform for them to talk about the key issues at the heart of Mexicans' daily life. Shifting the dialogue between the government and its citizens from the current top-down bureaucratic messaging, to bottom-up engagement through individuals and local communities.



Adelante Campaign for the people

Government success stories
told by the people.

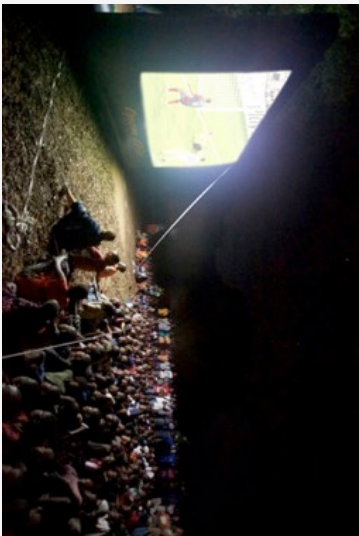
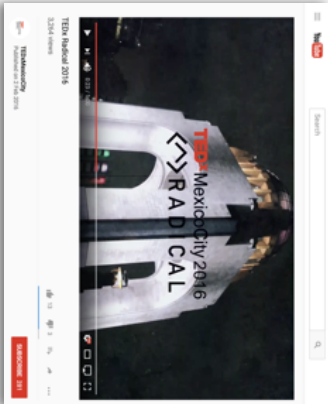
ADELANTE MEXICO is a campaign *for* the people, *told by* the people, to:

- a) Illustrate the Government's success stories communicated through video stories, personal testimonies, VIP endorsements, and community champions.
- b) Promote and stimulate national pride in being Mexican, and proud of Mexico.





Outdoor / Radio / Press / Online / TV / Grassroots



Anti-López Obrador Campaign



Anti-López Obrador Campaign

FIRST SOME CONTEXT: BRINGING DOWN THE RICHEST CANDIDATE IN HISTORY





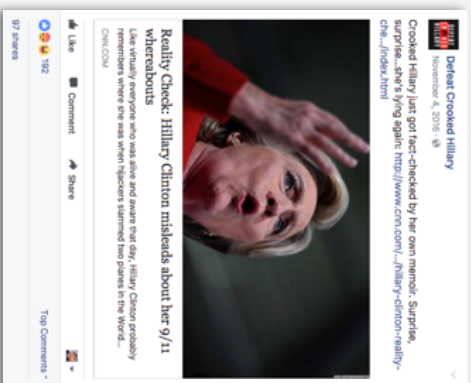
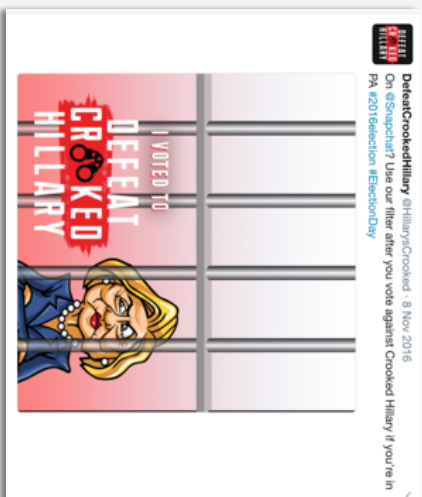
Research Led - started by issue mapping the population

Strategically Placed – campaigns timed and targeted to perfection

Innovative Technology - using latest digital advertising technology

- 211 million total impressions
- 1.4 million link clicks
- \$2.5 million total digital ad spend
- Search & Twitter CTR neared 3% overall
- Digital videos received 25 million views





Targeted Posts and Ads:

- Facebook: 50 million impressions
- Display: 25 million impressions
- Search: 8 million impressions
- YouTube: 3 million views
- Snapchat: 3.6 million impressions
- Twitter: 1 million impressions

**Increased “intent to vote for Trump”
in Florida by 8%, among viewers**





Anti-López Obrador Campaign

CA will undertake a national campaign to address the growing popularity of Morena leader, AMLO.

1. Derived from in-depth focus groups and online research
2. Identify AMLO's weaknesses
3. Implement a powerful negative campaign strategy to undermine the populist leader between now and polling day.

Using similar techniques that were employed against Hillary Clinton in the 2016 US Presidential election, we will use the research findings to **deploy targeted communications across a variety of platforms in order to maximise exposure and impact.**



NEGATIVE 1: AMLO's manipulation

His ideas, his charisma and his overall persona draw in the less educated.

Meaning & Importance

Examples

Manipulation

Multiple respondents (especially the higher SES groups) view ALMO's promises as designed to systematically manipulate those with lower education and lower wealth. People commonly believe that AMLO plays on their deepest fears (and hopes) without any real concern for being able to deliver for them.

AMLO's policy proposals are viewed as wildly unrealistic, simply unworkable in Mexican society, but ideas certain to garner support amongst the lowest classes. The fact that he does not moderate his proposals leads people to believe that his manipulation is intentional. Morena is also accused by some of vote buying.

False Promises, Dishonesty

Ultimately, while AMLO does recognise the issues facing the country, his promises to tackle them are viewed as false and dishonest by many - they are not achievable and 'selling' them to the masses as possible is viewed as highly dishonest and unethical. Lying in this way is viewed by some as its own version of corruption.

The "unrealistic" promises to end corruption and poverty are seen as great, but totally unrealistic given his overall lack of power and limited connections (e.g. enemies after leaving PRI and PRD). Scholarships, for example, are a welcome idea - but people have no understanding of where/how he would get funds.

Ignorance of lower class

AMLO's base of support is often viewed as somewhat "ignorant" or less educated. They understand these profiles are suffering and often overlooked by politicians, however, they also believe that AMLO is using this to his advantage and taking advantage of their plight.

His use of grand promises to tackle their day-to-day issues are often mentioned - believed to be unachievable by many. There is also comment of his use of the 'Morena' as the party name, drawing upon religion and the Virgin Mother (La Virgin Morena) to win votes.

NEGATIVE 2: Dangerous rhetoric

AMLO is often likened to a dictator, e.g. those of Cuba, Venezuela and (in a different way) Trump

Meaning & Importance

Examples

Dictator

AMLO is constantly referred to as a potential dictator in the vein of Chávez, Maduro, and even Trump. There are real fears that if AMLO were elected he would lead Mexico down a similar road as Chávez and Maduro in Venezuela. The strength of ALMO's left-wing rhetoric and some of his ideas mean people see parallels to the current conflict in Venezuela - and fear this outcome.

People see similar language used and similar policy proposals (nationalisation of gas, land redistribution, tax rises for the rich etc.) directed towards the same population segments.

His calling up/bussing in supporters to protest his failed election bid in 2006 is also seen as similar to the tactics of Chávez and Maduro.

Populism, Communism

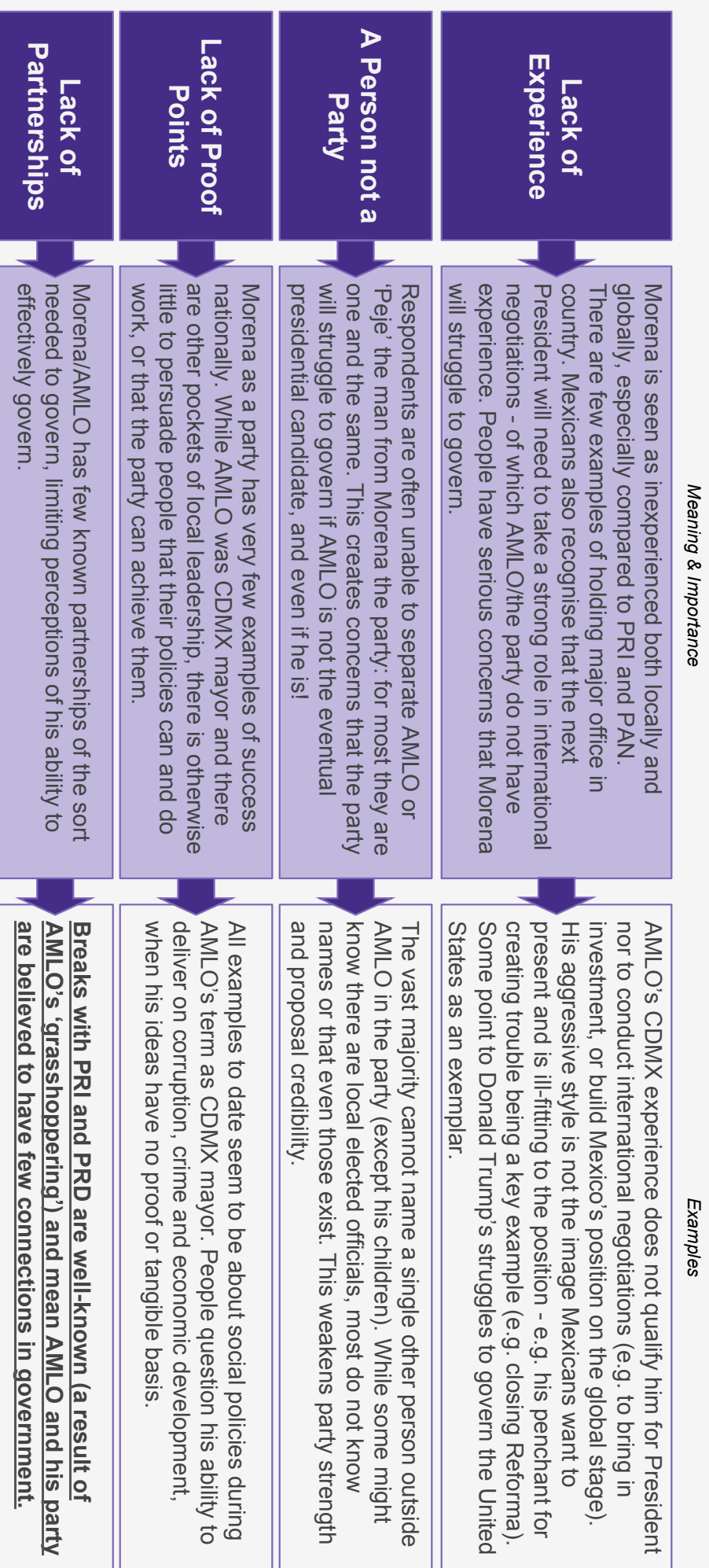
Many of AMLO's policy ideas are seen as extreme, taking left-wing rhetoric too far and to a dangerous place for the country as a whole. While the policies feel unrealistic to most, there is recognition they may resonate with the lower classes, which would impact the middle and higher SESs in very real ways.

The most cited fear is from middle and higher SES voters (across all three states), who fear that AMLO would take their land or other assets in order to redistribute it. While they want to see the lower classes supported more, this should not come at their expense.



NEGATIVE 3: AMLO's lack of governing experience

The party is new, and AMLO has never held high office of this kind





NEGATIVE 4: AMLO as a liar / untrustworthy

AMLO's rhetoric of his 'simple' lifestyle does not fit with what people know of his activities, while his party hopping makes his loyalty and commitment questionable.

Meaning & Importance

Uses a platform of 'honesty' and transparency' as part of his rhetoric, but not believable in terms of what he says about how own life/lifestyle, which loses him credibility. He himself is seen as a liar and hypocrite: felt to lie about his motives, his beliefs and his lifestyle. The majority believe him to be just as corrupt and power hungry as politicians from established parties, maybe more!

Examples

His claims to lack income and only use cash (no credit cards), feel out of sync with modern life and with his known travelling.
AMLO says he doesn't own any home, but he must live somewhere and is known to have holiday homes abroad. Many speculate he has most of his assets in the names of his children, in order to appear true, but really is a lie.

Liar

The vagueness surrounding his income, homes, campaign funding, etc. and the degree to which what he does say seems unrealistic means most see him as a liar - doing shady things to seem poor and simple, but in practice not.

His claims to lack income and multiple homes are felt to be out-right lies and undermine his promise to end corruption. Recent scandal involving cash being handed over seen as the reality starting to emerge.

'Grass-hopping'

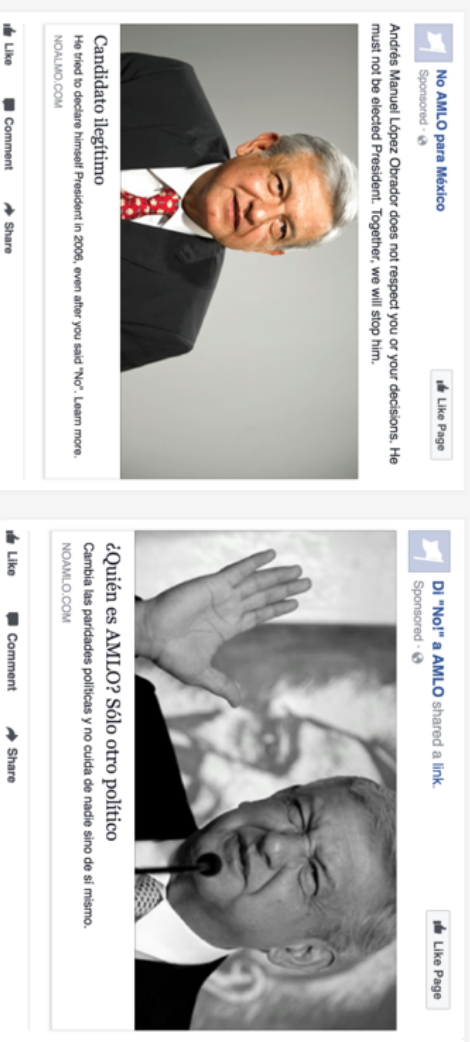
Party hopping is seen as a lack of commitment to a party and is perceived negatively by many: can't build consensus, loses patience and then moves on to start again. Again, felt to indicate his flexible beliefs and lack of loyalty to any one party/cause (implying he is only seeking power and influence).

Past member of PRI and PRD, now founded Morena. Older voters in particular are critical of AMLO's past political affiliations and his inability to bring about change from within. See this as having negative implications for his character. Young are more forgiving but still concerned by the lack of loyalty.



Initial Concepts

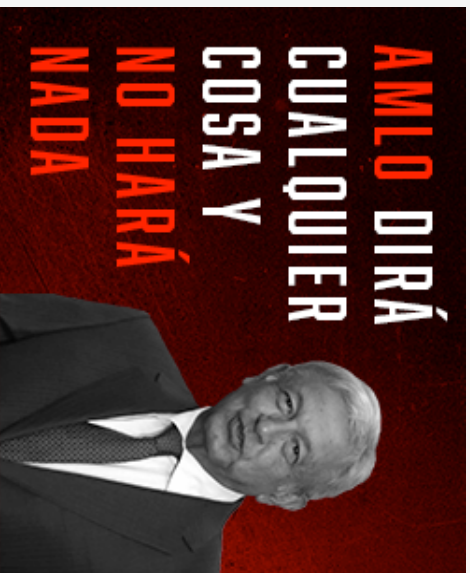
- Andrés Manuel López Obrador is a lifelong politician.
- He has run for President and lost twice. After both elections there were mass protests.
- “No AMLO para México”



- AMLO has switched parties multiple times and has no loyalty to anyone but himself.
- He does not respect the democratic process institutions and tried to declare himself President in 2006.
- “Illegitimate, unelectable candidate”



Initial Concepts



- Unattributed concepts designed to infiltrate online conversation
- As the campaign develops, content will become increasingly varied and dynamic – using GIFs, animations, infographics, Youtube videos, mash-ups, cartoons...
- Organic content designed to go viral, spread through influencer networks, amplified through digital advertising

Creating the 'Master Brand'



- A powerful and damaging association in the public mind between AML O and MAL O
- Will become a 'master brand' on all anti-Obrador creative treatments – equivalent to '*Defeat Crooked Hillary*'
- Image produced and disseminated Dec 13 – already going viral
- Aim to trend in 'Top 10' images online through influencer networks

Gubernatorial Campaigns

Additional Component: Gubernatorial Campaigns Support

A parallel programme of support for the 9 gubernatorial elections

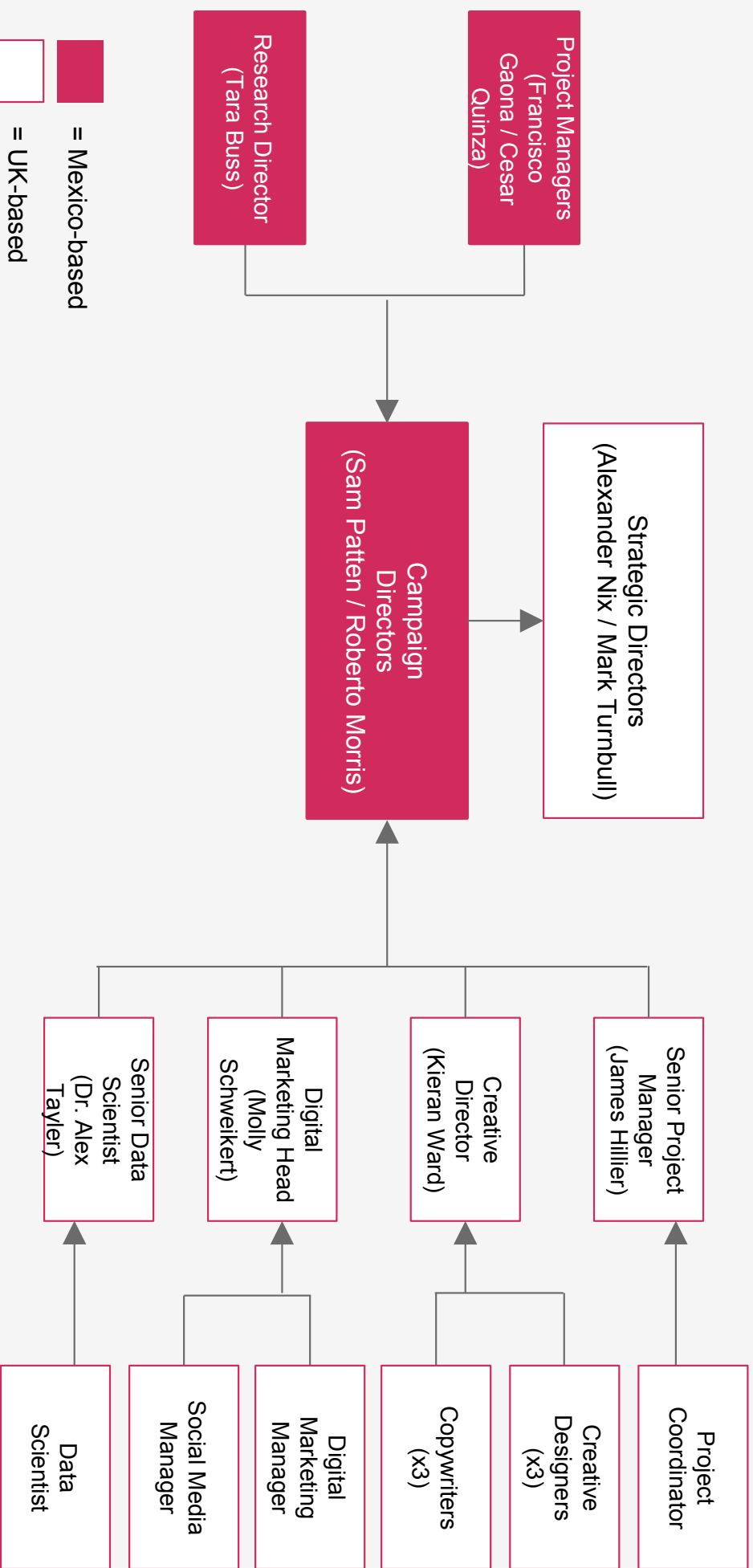
Ciudad de México	Veracruz	Jalisco
Puebla	Guanajuato	Chiapas
Tabasco	Yucatán	Morelos

- Opportunity for PRI to strengthen its support at the grassroots level and build the foundation for national success
- CA Campaign Managers deployed into each state for the duration of the campaign
- Working closely with the gubernatorial candidate and local campaign team, whilst liaising directly with the national Campaign Director to create a constant flow of intelligence and feedback
- CA Data Scientists scoping out and implementing the data capabilities at the state-level.

Project Team & Timeline



Project Team






Team Biographies

Team	Profile
Alexander Nix	CEO of Cambridge Analytica, market leader in the provision of data analytics and behavioural communications for political campaigns and commercial enterprises.
Mark Turnbull	MD of CA Political (Global), with 30 years' experience in international political and corporate communications, PR, branding, electoral and campaigning strategy, and geopolitical conflict transformation.
Sam Patten	Accomplished international government affairs and communications expert, with nearly 20 years' experience advising political figures and running election campaigns in the US and abroad.
Roberto Morris	A leading Mexican political consultant, university lecturer and journalist with over 15 years' political campaigning experience, including three presidential elections and several acting governors.
Francisco Gaona	Political consultant with 8 years' communications experience, including research, advertising, digital strategy and community outreach, including four years with PRI as Manager of the Electoral Secretariat in Coahuila.
César Quinzá	Strategic communications / government affairs expert with experience working in Europe, Canada, and the US. Previous roles include serving at the Senate of Mexico and IBM Global Analytics, bridging the political and big data worlds.
Tara Buss	PhD expert researcher on Latin American politics. Previous research areas include social movements and collective action, and Mexican democratization. Current research interests include political participation and clientelism.
Kieran Ward	Has developed creative strategies for many successful elections around the world. Most recently providing data driven creative strategies to a winning Presidential campaign in east Africa and a number of victorious US mid term races.
Molly Schweikert	Led her team to handle the digital marketing infrastructure, strategy, and execution for the Trump presidential campaign, an effort recognized for its remarkable scale and innovation through multiple awards in the digital advertising industry.
Dr. Alex Tayler	Chief Data Scientist at CA. His primary focus is the development and implementation of models that combine theoretical psychology with big data analytics to enable highly accurate predictions of human behaviour.
James Hillier	A Senior Project Manager who has managed research and communications projects around the world. Recent projects have included American data and digital marketing projects, and field management of a large research project in Africa.



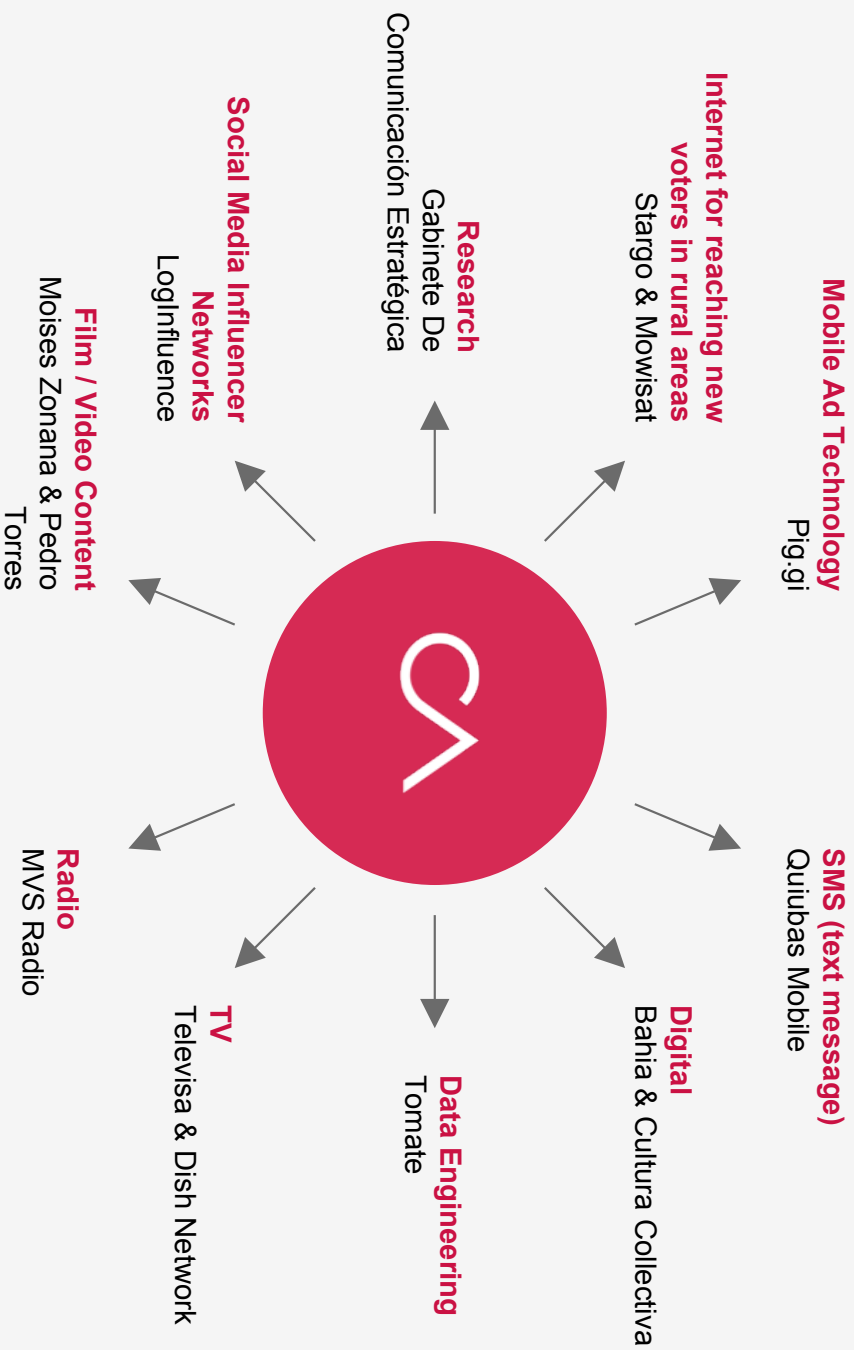
Timeline overview

Month	Dec	Jan	Feb	Mar	Apr	May	Jun
Situational Analysis							
Research Design							
Brand Development							
Data Acquisition							
Research							
Digital Marketing							
Creative Content Production							
Communications & Strategy							
Strategic Campaign Support							
National Data Infrastructure							

 = Indicative (to be confirmed after Situational Analysis)



CA Mexico Activation Network





Next Steps

1. Client approval for overall approach and authorisation to proceed
2. Advance payment secured
3. Team mobilisation
4. Campaign Launch Plan

Subject: Re: CA Video Content [REDACTED]
From: Emily Cornell [REDACTED]
Date: Mon, 26 Sep 2016 21:01:19 +0000
To: Al Han [REDACTED]
Cc: Brittany Kaiser [REDACTED]
Matthew Hunter [REDACTED]
"Peregrine \" [REDACTED]
Aman Mann [REDACTED]
Kelly Rzendz [REDACTED]
Livia Krisandov [REDACTED]
Duke Perrucci [REDACTED]

All,

We launched a website today to bracket HRC during tonight's debate. Could be useful to highlight for clients: <https://www.2016truths.com>

Additionally, we've had a few new videos in the last week for a few different clients.

Corrupt and Dangerous (Make America Number One): <https://www.youtube.com/watch?v=fzeU9iw5Dg4>

Do Nothing (Make America Number One): <https://www.youtube.com/watch?v=UJJNdI3GsPc>

Fighter (WarriorPAC): <https://www.youtube.com/watch?v=GczJN-xL8Dg>

Emily Cornell
Senior Vice President, Political Affairs

[REDACTED]

CA Cambridge Analytica

597 5th Avenue, 7th Floor
New York, NY 10017
Phone: +1 (646) 892-9591

1 Wales Alley, Suite 300
Alexandria, VA 22314
Phone: +1 (703) 997-1812

[REDACTED]

<https://cambridgeanalytica.org>

On Sep 14, 2016, at 12:45 PM, Emily Cornell [REDACTED] wrote:

New ad the SuperPAC released yesterday.

<https://www.youtube.com/watch?v=Lt2QVtWtdjQ>

Emily Cornell
Senior Vice President, Political Affairs

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

[REDACTED]

<https://cambridgeanalytica.org>

On Sep 9, 2016, at 9:31 PM, Al Han [REDACTED] wrote:

Exactly what I need to show potential clients.

Thanks Em,
Al

On 9 September 2016 at 16:57, Emily Cornell [REDACTED] wrote:
Per the feedback on the Sales call today, below [REDACTED] A. These are produced by Glittering Steel, our production partner. These are all recent. More will be posted to this YouTube channel, so check back for further content. Will send along other relevant ads on a regular basis.

Em

Dishonorable: https://www.youtube.com/watch?v=bIQj_3SO_4Y&list=UURvnu9aLecF_JM6D0E0ga-w

Clinton Foundation Fails on Equal Pay: https://www.youtube.com/watch?v=Sd3TimpNjek&index=4&list=UURvnu9aLecF_JM6D0E0ga-w

Hillary Clinton is Still Lying: https://www.youtube.com/watch?v=AE_oxMuE7Wk&index=5&list=UURvnu9aLecF_JM6D0E0ga-w

Bernie Never Stood a Chance: https://www.youtube.com/watch?v=FiU6Pdif31c&list=UURvnu9aLecF_JM6D0E0ga-w&index=7

Gotta Pat the Bills: https://www.youtube.com/watch?v=ZDI8-vECFQ4&list=UURvnu9aLecF_JM6D0E0ga-w&index=6

Emily Cornell
Senior Vice President, Political Affairs

[REDACTED]

CA Cambridge Analytica

[REDACTED]

[REDACTED]

[REDACTED]

<https://cambridgeanalytica.org>

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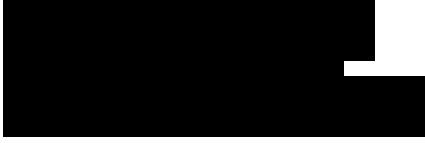
AL HAN

Special Advisor

[REDACTED]







[REDACTED]

CA Cambridge Analytica



<https://CambridgeAnalytica.org>

CAMBRIDGE ANALYTICA

Project Name	Project Value	Start Date	End Date	PM	Status	Issues	Action Required
 Make America Great Again! Donald J Trump for President	Data Analytics, Research, Digital Marketing	June-16	Nov-16	M/O	Active	On track.	
 Make America #1	Creative, TV, Digital	July-16	Nov-16	EC	Active	On track.	
 Heritage Foundation	\$120,000 (of which \$100,000 ad buy)	Dec-15		KK/MS	On hold		Meeting with Molly/PK/KK on Tues, 13th Sep. to evaluate how ads have been performing over the past two days.
 Job Creators Network	Digital Marketing			EC	Active	The goal is to launch the campaign this week but it depends on the creative.	
 Goldline	c. \$65k	12-Jan		AT/KK	Active	Creative brief approved on Friday, 1st draft to be delivered tomorrow. Campaign to be relaunch next week.	
 Relationship Enrichment Collaborative	Expected ad spend (\$1,1 million)	05-Apr		HE	Active	New events in Sep and Oct. HE to upload audiences to FB. Expanding the internal	

(REC)

database.



**National
Shooting Sports
Foundation
(NSSF)**

Research, Data
Analytics and
Digital
Marketing

05-Apr

MO/P
WB/
MA

Active

Survey ran last week; report
which will be delivered on
Wed.

In a process of obtaining
more data from gun brokers.

Ads from one of the states
were pulled out. Budget will
be allocated elsewhere.

Model refresh will be
delivered in coming weeks
what will release some
resources off.

Estimated value
\$3,45+\$180k+\$
1.9m in



**FCCC (NRA TTV/
The Herald
Group)**

\$855,000

05-Apr

PWB/
MO

Active

Budget spread out to run until
the end of the month/early
October.

Success being reported
through bi-weekly reports.



**WGBH
Educational
Foundation**

\$48,000
Data Matching
Contact List






June 2016

TE

Active

Debrief call with client and follow up
with Duke on Tues (TE).

Briefing packs

	Ackerman McQueen	Research/Data Analytics		PWB	Active	Starting online community. Putting together a video which will outline high level findings. Report expected this week. Observing the online community and adding any additional questions to the survey.	Only 18/35 respondents - PK to email suppliers to increase recruitment efforts.
	The Bolton Pac	Data Analytics		PWB			
	Warrior PAC – Senate Louisiana	Data and digital marketing		EC		Discussed the final version of the ad. Three proposed options from Centriply. Awaiting client's decision.	
	The Economist	Analytics, digital and TV	Aug	Sep	PK/OK	New	Funding tbc after board meeting in NY
	Bill Allstrom	\$3,000	Sep	Sep	AW	New	Short term project which will involve BI's and AW's time.
	Contact list						

Vote For Y
CommitteeDigital
Marketing

PWB

SELECTIONS/SCI SOCIAL

IML Consulting
(Nigeria)Data Analytics
(\$14,000)

Aug-2016

Duration: 2-3
weeks

JH

1. Contract to be signed
2. Timelines to be confirmed
3. Resources: 1 x Data Scientist + JH



Kenya

JH to provide an update

INTERNAL DEVELOPMENT

Documentation
library

May-2016

24 June 2016

PK

On
hold

Larger discussion on hold



Hub spot

Automatic notifications
are being fixed (tasks to
be assigned to PWB)



Ab testing

Re: Meeting Updates

From: Ed DeNicola <[REDACTED]>
To: Matthew Atkinson [REDACTED]
Cc: Brian Best [REDACTED], Brittany Kaiser
[REDACTED]
Date: Wed, 22 Feb 2017 02:36:41 +0000

Hi all --

This is actually the Donald J. Trump for President case study and not the one for the Super PAC. We did data analytics and ad targeting for the Make America Number One Super PAC in addition to the work we did for the DJTfP campaign. I need to update the label.

Ed

On 21 February 2017 at 20:13, Ed DeNicola <[REDACTED]> wrote:

Hi all --

Attached is a finished case study for the Make America Number One Super PAC. I'm trying to get a hold of Brittany to send the other case study she had in mind. She's at a business event in NYC tonight.

Best regards,
Ed

On 21 February 2017 at 18:30, Matthew Atkinson [REDACTED] wrote:

Brian,

I am glad to hear that! My apologies, I could not join in person. Hopefully, I can be in-person for the next meeting. I am looping in Ed who might be able to help here.

Best,
Matthew

On Tue, Feb 21, 2017 at 6:21 PM, Brian Best [REDACTED] wrote:

Hi Brittany/Matthew,

Great meeting earlier, the team was really impressed.

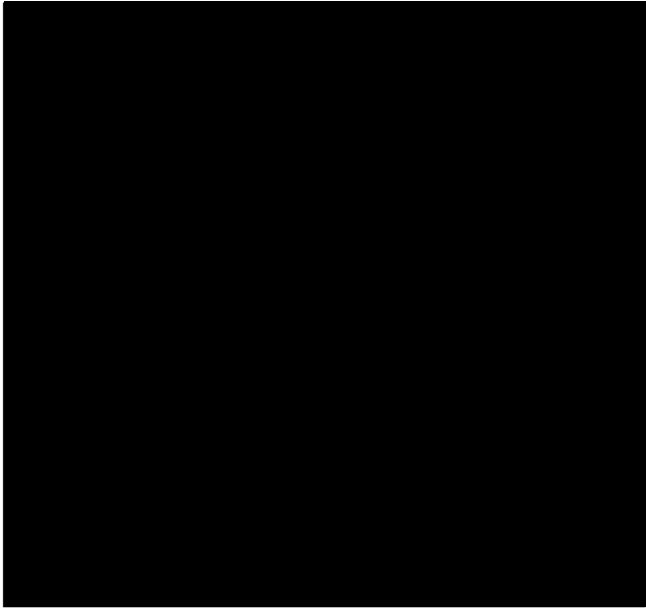
Is there any way you could get the case studies to us tonight?

We were hoping to meet tomorrow and figure out our next meeting with you and get this process rolling towards a signed contract.

Brian R. Best
Director, Digital Marketing
Tommie Copper
[REDACTED]

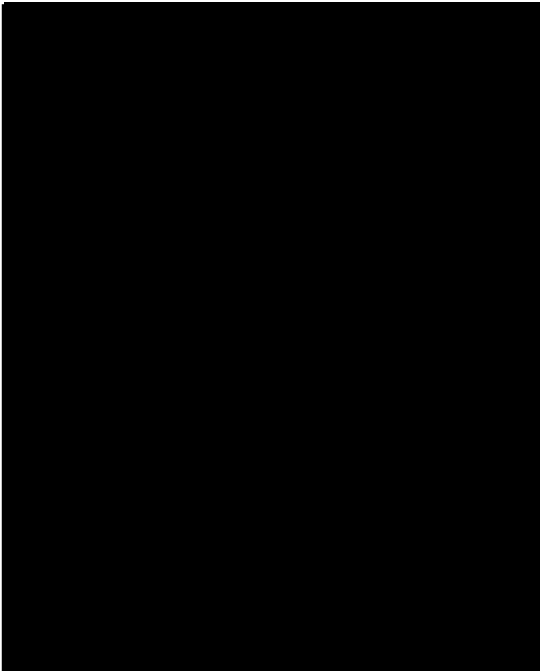
--

Matthew Atkinson
Digital Director



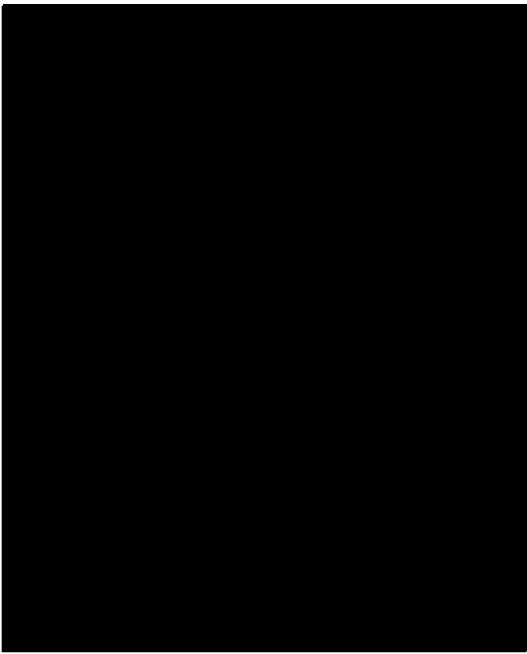
--

Ed DeNicola
Head Of TV



--

Ed DeNicola
Head Of TV



From: Robert Murtfeld [REDACTED]
Sent on: Wednesday, March 8, 2017 8:33:04 PM
To: Claire Anastasia [REDACTED]; Brittany
Kaiser [REDACTED]
Subject: Berkshire on NYT

FYI

----- Forwarded message -----

From: Robert Murtfeld [REDACTED]
Date: 6 March 2017 at 22:48
Subject: Re: Re:
To: Blake Gottesman [REDACTED]

Exactly.

On 6 March 2017 at 22:46, Blake Gottesman [REDACTED] wrote:

I hear you. Never fun to be the target of these things. In the end, results will provide the best defense / response.

From: Robert Murtfeld [REDACTED]
Sent: Monday, March 06, 2017 10:36 PM
To: Blake Gottesman [REDACTED]
Subject: Re:

Many thanks, Blake.

Yes this is the same hostility levelled against us just like in the Ad Age article by unhappy Republican operatives. It is also really upsetting to see publications such as the NYT that I cherish pick whatever fits their thesis. We've done good work for the Financial Times, which is publicly known (an investigative piece such as this one could have easily found out), we are up for a David Olgivy award by the Advertising Research Foundation on 20 March (see [here](#)). And yes whilst the Trump campaign only used tone analysis and persuasion scores for analytics, our work for the Super PAC used psychographics throughout (but we don't want to run around with this as the Super PAC was called Defeat Crooked Hillary).

These are just a couple of points. Hope this helps. Let me know.
R

On 6 March 2017 at 18:21, Blake Gottesman [REDACTED] wrote:

Tough piece in NYT

Blake Gottesman • Principal

Berkshire Partners LLC • [REDACTED] | [REDACTED] | [REDACTED]

www.berkshirepartners.com

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Re: Invitation: Inaugural Cocktail Party with Cambridge Analytica

From: Charlotte Escaravage [REDACTED]
To: Brittany Kaiser [REDACTED]
Date: Thu, 12 Jan 2017 21:16:30 +0000

Thanks! Will do.
Will meet Alexander in person and see where it goes from there.

On Jan 12, 2017, at 04:10 PM, Brittany Kaiser [REDACTED] wrote:

Anything I can do, you let me know.

For now everything has had a very welcomed reception and I think you can have what you want, in terms of meetings and feedback at minimum (since I believe you will get along famously with these lovely people).

Sent from my iPhone

On Jan 12, 2017, at 8:58 PM, Phillip Escaravage [REDACTED] wrote:

I am pretty prompt. Thanks so much for helping me with this.

Sent from my iPhone

On Jan 12, 2017, at 3:51 PM, Brittany Kaiser [REDACTED] wrote:

That is fantastic, and again I thank you for your hospitality and prompt replies all day while I try to forget the quality of the wine I'm drinking even in first class....

Alexander is confirming their attendance to you in writing. You can feel free at any point to bring up the meeting with Steve to Alexander directly who can fix it for you.

Alexander, Bekah and Steve are best friends and founded our company together as the three of them. Kelly Anne Conway is also a best friend of theirs but is not on our board (though we work with her extensively).

Some good recent background about them, the administration and our company: (pasted in full below for convenience):

<http://www.wsj.com/articles/meet-the-mercera-quiet-tycoon-and-his-daughter-become-power-brokers-in-trumps-washington-1483904047>

Meet the Mercers: A Quiet Tycoon and His Daughter Become Power Brokers in Trump's Washington

Armed with data on an alienated electorate, a hedge-fund magnate and his family shun the GOP establishment to support the winning campaign;

advising on cabinet selections

Hedge fund executive Robert Mercer and his family are poised to become major power brokers in Donald Trump's Washington. WSJ's Keach Hagey joins Lunch Break with Tanya Rivero and explains how the Mercers saw the appetite among voters for an outsider candidate as early as 2014. Photo: Sylvain Gaboury/Patrick McMullan Agency

By **GREGORY ZUCKERMAN, KEACH HAGEY, SCOTT PATTERSON** and
REBECCA BALLHAUS

Jan. 8, 2017 2:34 p.m. ET **2**

In February 2014, a group **of** conservative political donors gathered at New York's Pierre Hotel to strategize about the **5** coming presidential contest.

C
Robert Mercer, a computer programmer and hedge-fund manager who distrusted the political establishment and loathed Bill and Hillary Clinton, issued a warning: Data he had **O**
M
seen indicated mainstream Republicans such as Jeb Bush and Marco Rubio would have **M**
difficulty winning the White House in 2016, according to one of the attendees. He said **E**
only a true outsider with a sense of voters' frustrations could win. **N**

Nearly three years later, Donald Trump is headed to the White House, helped by the 70-year-old Mr. Mercer and his daughter Rebekah, 43. They are poised to become major power brokers in Mr. Trump's Washington.

Back when Mr. Trump's candidacy was on the rocks, Mr. Mercer, co-chief executive of hedge fund Renaissance Technologies LLC, provided financial support. Then, in a surprise shake-up in August, two of the Mercer family's confidantes, Steve Bannon and Kellyanne Conway, were installed atop the Trump campaign following a recommendation from Ms. Mercer.

"The Mercers are incredible people who truly love this country and go all out to protect America and everything it stands for," Mr. Trump said in a written statement to The Wall

Street Journal.

Mr. and Ms. Mercer won't have any formal roles in the Trump administration. Ms. Mercer, who has been working from Mr. Bannon's office in Trump Tower, is advising on the selection of nominees to Mr. Trump's cabinet. Mr. Bannon and Ms. Conway are headed for influential White House roles. Ms. Mercer likely will help lead an outside group designed to support Mr. Trump's agenda, Ms. Conway has said.



Mr. Mercer and his wife, Diana, were the third-largest donors to Republicans in the 2016 election, after Sheldon and Miriam Adelson and Paul Singer, according to the Center for Responsive Politics. The GOP is now counting on Mr. Mercer to help the party gain more seats in the House and Senate in 2018. Ms. Conway says if the GOP captures more than 60 Senate seats, "Bob Mercer will be one of the people to thank."

Mr. Mercer and his daughter both declined to comment for this article. This account of Mr. Mercer's career and his family's involvement in the Trump campaign is based on interviews with current and former employees of Renaissance and others in the hedge-fund industry, along with people who have dealt with both of the Mercers in the political

arena.

Every new administration, especially one built around a political outsider, brings a new crop of people to Washington, where they assume various positions of power, often informal.

It isn't clear what specific policies or positions, if any, the Mercers are seeking for their support of Mr. Trump. Peter Schweizer, who co-founded a research organization funded by the Mercers, notes: "Bob Mercer does not want to be ambassador to France."

Mr. Mercer, for his part, is an unlikely kingmaker. A taciturn man, he often sits through meetings without uttering a word. He once told a colleague he preferred the company of cats to humans.

Growing up in New Mexico, Mr. Mercer became fascinated by computers at a young age, he said in a speech several years ago. During the summer after his senior year in high school in 1964, he attended a National Youth Science Camp and learned to program a donated IBM computer.

"Computers were not much of interest to my fellow campers, so I got to use the [computer] all by myself most of the time," Mr. Mercer said in the speech.

While working toward a physics and mathematics degree from the University of New Mexico at Albuquerque, Mr. Mercer got a job nearby at the Kirtland Air Force Base's weapons lab. He rewrote the lab's computer program, making it 100 times faster, but his bosses didn't do much with his work, he said in the speech.

The experience "left me ever since with a jaundiced view of government-financed research," he said.

After receiving a Ph.D. in computer science, he joined International Business Machines Corp. and forged a partnership with scientist Peter Brown. Their group helped develop an innovative approach to computerized speech recognition. Mr. Mercer eventually grew frustrated with what he saw as IBM's inability to capitalize on their advances, two ex-

colleagues say. IBM declined to comment.

In 1993, Renaissance, which relies on computers and complex algorithms, hired Mr. Brown. Mr. Mercer decided to join, too, though he initially expressed concern to a colleague about how much trading contributed to society.

When Renaissance researchers encountered a challenge no one could figure out, they would bring it to Mr. Mercer, who would go into seclusion until it was solved, says one person who worked with him. Colleagues dubbed him the "Big Gun."

Messrs. Mercer and Brown eventually revolutionized Renaissance's approach to trading stocks and commodities, partly by eliminating the human element from trading decisions and by fine-tuning the firm's trading models. Last year, Renaissance's assets climbed above \$36 billion, from \$27 billion in 2015, even as many rivals stumbled. The two men became co-CEOs in 2010.

Early on, Mr. Mercer's conservatism was on display in his support for the gold standard and his animosity toward the Clintons. "He thought [Bill] Clinton was a crook," says former Renaissance employee Nick Patterson.



President-elect Donald Trump arrived for a holiday party at Mr. Mercer's Long Island, N.Y., estate in December. *PHOTO: EVAN VUCCI/ASSOCIATED PRESS*

He often challenged mainstream views. When University of California, Berkeley, physicist Richard Muller visited Renaissance in 2011 to lecture on his doubts about global warming, Mr. Mercer buttonholed him afterward to share his own skepticism.

Mr. Mercer was "distrustful of the science," Mr. Muller recalls. "It's a scientist's duty to be skeptical, and the original measurements had unaccounted systematic problems that could have been important."

Mr. Mercer and his daughter Rebekah began financing Mr. Muller's research. The physicist eventually concluded that global temperatures likely have risen because of human activity. Mr. Mercer "seemed satisfied with our [recent] results and accepts them," Mr. Muller says.

In the 1990s and early 2000s, Ms. Mercer, a Stanford University graduate, worked in Renaissance's trading business. She left to home-school her children and, with her sisters, open a Manhattan cookie and brownie shop that turned into an online company.

After meeting Andrew Breitbart at a conservative conference, Mr. Mercer and his daughter in 2011 became interested in investing in his right-wing news organization, Breitbart News Network.

Mr. Breitbart introduced the Mercers to his friend Mr. Bannon, a former Goldman Sachs Group Inc. investment banker. Mr. Bannon drew up a business plan and term sheet under which the Mercer family bought nearly 50% of Breitbart News for \$10 million, according to public filings and people familiar with the matter.

In March 2012, Mr. Breitbart collapsed on a Los Angeles sidewalk and died of heart failure at age 43. Mr. Bannon and the Mercers convened an emergency meeting in New York to determine Breitbart's future, according to people familiar with the matter.

Mr. Bannon became the site's executive chairman, eventually gaining influence over the editorial side of the publication. Breitbart became popular with the "alt-right," a loose conglomeration of groups, some of which embrace tenets of white supremacy and view

immigration and multiculturalism as threats. In November, Mr. Bannon told a Wall Street Journal opinion writer he is an economic nationalist, not a white supremacist. He declined to comment for this article.

Disappointed by President Barack Obama's 2012 re-election, Mr. Mercer intensified his political activity. In 2013, he and Ms. Mercer, together with Mr. Bannon, started the watchdog group Reclaim New York to track what they viewed as excessive public spending.

That year, Patrick Caddell, a former pollster for Jimmy Carter who has been critical of top Democrats, shared data with Mr. Mercer showing voters were becoming alienated from both political parties and mainstream candidates. After asking Mr. Caddell to do another round of polls and collecting his own data, Mr. Mercer concluded that a major shift was under way, Mr. Caddell says.

Mr. Mercer "understands trends and data at a level missed by many," Ms. Conway says.

Toby Neugebauer, a conservative energy investor who met with Mr. Mercer in 2014, says Mr. Mercer predicted that immigration and trade would be central themes of the 2016 campaign.

"He and Rebekah were looking for an outsider to shake things up in Washington," Mr. Neugebauer says.

Sometimes, father and daughter would walk through Republican fundraising events locked arm-in-arm. The sociable Ms. Mercer did most of the talking, while her father stood silently beside her.

Breitbart's online traffic was soaring, validating the Mercers' faith in Mr. Bannon. When Mr. Mercer hosted Mr. Bannon on Mr. Mercer's 203-foot yacht, the Sea Owl, Mr. Bannon wore shorts, cursed freely and held forth like a close relation, according to people who visited the yacht.

Mr. Mercer's yacht, the Sea Owl, in London in 2013. *PHOTO: ROB POWELL/LONDON NEWS PICTURES/ZUMA PRESS*

Mr. Bannon advised the Mercers on which political and media ventures to invest in, escorting potential beneficiaries to Ms. Mercer's triplex apartment at Trump Place on Manhattan's Upper West Side, according to people familiar with the situation.

As the 2016 campaign got under way, the Mercers were focused on causing political upheaval rather than backing a specific candidate, friends say. "The Mercers' view is not really tied to a particular person," says Mr. Schweizer, who with Mr. Bannon co-founded the Government Accountability Institute, a research group funded by the Mercers.

The Mercers initially supported Texas Sen. Ted Cruz, giving a pro-Cruz super PAC more than \$13 million. Even so, Ms. Mercer told Mr. Schweizer that if his institute uncovered corruption involving Mr. Cruz, "we expect you to report on it," according to Mr. Schweizer.

When Mr. Cruz dropped out of the race last May, the Mercers pivoted to Mr. Trump, the party's effective nominee. "Bob and Bekah got behind Trump because he was clearly an antiestablishment candidate," says Mr. Caddell, the pollster. "It's a philosophical thing. They think the establishment has failed and is self-serving."

In July, the Mercers gave \$2 million to a super PAC supporting Mr. Trump. At a fundraiser in August, Ms. Mercer suggested to Mr. Trump he shake up his campaign,

recommending that two of her confidants take control, according to two people familiar with the conversation.

Shortly thereafter, Mr. Trump installed Mr. Bannon as CEO and Ms. Conway as campaign manager. Ms. Conway had helped Ms. Mercer run Keep the Promise, a super PAC funded by the Mercers that had supported Mr. Cruz.

At Renaissance, many employees initially shrugged off Mr. Mercer's political activities, assuming Mr. Trump would lose, and few were aware of the extent of Mr. Mercer's involvement with Breitbart, according to people familiar with the firm. Later in the campaign, however, some Renaissance executives chafed at the unwanted publicity that Mr. Mercer's political activities brought the firm, those people say.

Renaissance's chairman and founder, James Simons, is a major donor to Democratic causes, including Hillary Clinton's campaign. Mr. Simons declined to comment.

After Mr. Trump's upset victory, one of his first decisions was to appoint Mr. Bannon as his chief White House strategist. He later named Ms. Conway as his White House counselor.

Ms. Mercer was appointed to the 16-member executive committee of Mr. Trump's transition team, which is responsible for recommending administration officials. She has weighed in on personnel decisions including successfully lobbying against Mitt Romney as secretary of state and for Sen. Jeff Sessions as attorney general, according to people familiar with the matter.

Once Mr. Trump takes office, Ms. Mercer is likely to help lead an outside group, funded by her father, aimed at bolstering Mr. Trump's agenda, Ms. Conway says. Republican operatives expect the organization will build its messages based in part on information collected by Cambridge Analytica, a data firm backed by the Mercers that worked on Mr. Trump's campaign.

On Dec. 3, Mr. Mercer hosted his annual holiday party at his Long Island estate, Owl's Nest, a bash at which most guests wear costumes. The party's theme this year was "heroes and villains." Mr. Bannon and Ms. Conway brought Mr. Trump as a surprise guest.

As the revelers settled in, Mr. Trump rose to speak, according to two attendees, joking that he had just had his longest conversation ever with Mr. Mercer—two words. He lauded the contributions of Mr. and Ms. Mercer to his campaign, then joined the Mercers, Mr. Bannon and Ms. Conway at the head table.

Sent from my iPhone

On Jan 12, 2017, at 3:53 PM, Phillip Escaravage [REDACTED] wrote:

Brittany,

I would love to have them. Would be happy to meet both of them.

Phillip

Sent from my iPhone

On Jan 12, 2017, at 2:36 PM, Brittany Kaiser [REDACTED] wrote:

Phillip,

May I ask a favor of you? The conversation today went very well.

Rebecca Mercer wants to meet with you and Alexander together. She will be attending our event on Thursday and wondered whether there is space for her and Alexander to join your event on Friday?

If you invite them they said they will both come.

Let me know and I will fix it in their diaries. I'm guessing they will leave the official ball early and come join us at yours.

There may also be an invite we can extend to you for a big event Saturday which has not been confirmed yet.

Best,

B

Sent from my iPhone

On Jan 12, 2017, at 2:45 PM, Phillip Escaravage [REDACTED] wrote:

I would like to give Steve my two cents. Nate should be on NSC for North Africa.

This meeting is with someone that Steve should absolutely speak to before the 20th. It will give him deep insight to Libya that will carry him for a while.

Sent from my iPhone

On Jan 12, 2017, at 1:42 PM, Brittany Kaiser [REDACTED] wrote:

If it's for appointments that would be very good since they still need help and are a long way off filling all the roles, from what I understand.

Alexander might be able to arrange that, or I can introduce you to Steve on emails or by phone but he listens to Alexander's needs of course higher priority than my own so a request from the CEO is a better strategy.

Let me know, and also Alexander should get back to you by this evening or tomorrow morning at the latest when he's out of Trump Tower etc

Sent from my iPhone

On Jan 12, 2017, at 2:36 PM, Phillip Escaravage [REDACTED] wrote:

I may have someone in the US by the 17th that Steve Bannon absolutely should meet with before the 20th.

Sent from my iPhone

On Jan 12, 2017, at 12:40 PM, Brittany Kaiser [REDACTED] wrote:

All good and noted.

Yourselves and your guests are confirmed on the security list as of a few minutes ago. Let me know if you require last minute additions before the 18th!

Sent from my iPhone

On Jan 12, 2017, at 1:32 PM, Phillip Escaravage [REDACTED] wrote:

That's too funny!
Probably no need to meet with Mohammed Bashir at this time. But thanks for thinking of it!

Sent from my iPhone

On Jan 12, 2017, at 11:21 AM, Brittany Kaiser [REDACTED] wrote:

I just sent her a Facebook message with her RSVP and we are giggling over this. It is hilarious.

On a side note, one of my good friends Mohamed Bashir, son of Ghaddafi's head of the LAP, one of Africa's biggest investors (more than Hosni Bei for Libya) might be in town. If so I'd like to introduce you if you have the time:

https://en.m.wikipedia.org/wiki/Bashir_Saleh_Bashir

Sent from my iPhone

On Jan 12, 2017, at 12:01 PM, Phillip Escaravage
[REDACTED] wrote:

She is dating my close friend Alex

Sent from my iPhone

On Jan 12, 2017, at 11:00 AM, Brittany Kaiser
[REDACTED] wrote:

No way! I am friends with Antalya from London.

We met at my friend's birthday party last January in an old manor home in the countryside. (Conor actually attended that party at my invitation, so he knows her now too).

The world gets smaller...

Sent from my iPhone

On Jan 12, 2017, at 11:46 AM, Phillip Escaravage
[REDACTED] wrote:

Phillip and Charlotte Escaravage
HRH Prince Alex von Preussen
Alexia Bergstrom
Basem Saleh
Antalya Nall-Cain

Sent from my iPhone

On Jan 12, 2017, at 10:37 AM, Brittany Kaiser
[REDACTED] wrote:

Fantastic. You and Charlotte plus four I assume? I will have my assistant add you all to the list just now.

If you have names/titles of your guests before next Wednesday that would be very helpful just in case the security attempt to make our lives difficult! I think everyone may need a photo ID but I will confirm closer to the time.

Best,

B

Sent from my iPhone

On Jan 12, 2017, at 10:52 AM,
Phillip Escaravage

[REDACTED] wrote:

Brittany,

I would love to come. I have six people total including me. Let me see how the schedule looks.

Phillip

Sent from my iPhone

On Jan 12, 2017, at 9:49 AM,
Brittany Kaiser

[REDACTED] wrote:

Dearest Phillip,

I know you and Charlotte may not be in town next Thursday, but I wanted to extend my invitation we discussed regardless.

And of course any of your friends and colleagues are welcomed in our new DC home. They can RSVP directly to me or through the email on the invite below.

We need round numbers by today if at all possible, but I can still add people to the security list up to 24 hours ahead of time.

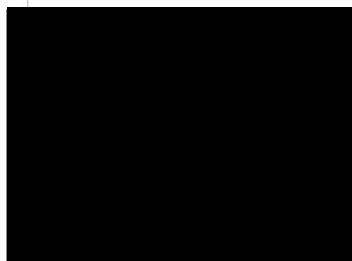
All the best,

B

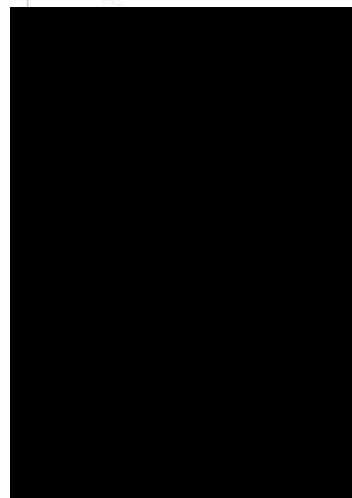
<Inaguration-Invite-V1.jpg>

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Brittany Kaiser,
PhD Candidate, MPhil,
LLM, MA Hons
Director of Program
Development



**CA Cambridge
Analytica**



<https://cambridgeanalytica.org>

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